

Submitted March 23, 2015

Angela M. Allen Purchasing Director City Hall 93 Highland Avenue Somerville, MA 02143









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Powder House Community School Proposal

Contents City of Somerville

A. Letter of Transmittal



March 23, 2015

Angela M. Allen, Purchasing Director City Hall, 93 Highland Avenue Somerville, MA 02143

Re: Development Response to City RFP for the Powder House School

Dear Ms. Allen:

Powder House Lofts is pleased to offer the attached proposal to repurpose and rehabilitate the Powder House School to create an exciting multi-use project that responds to neighborhood and City priorities, activates the site and creates a new model for affordability. The development team, led by Affirmative Investments, Inc. and including Somerville Community Corporation and NEI Construction, has deep experience working with communities to forge consensus and incorporate community needs and concerns.

Our plan is driven by the SomerVision Goals. The new Powder House Lofts will rehabilitate the existing building to both minimize neighborhood disruption, to recycle and to start from a green foundation. The program will create 40 new residential condominium units, 10 of which will be affordable to Somerville residents below 110% of AMI. 11,000 square feet will be a condominium unit for office/R&D/studio space, 830 square feet will be active community space/gallery/cafe. 56 parking units will be created on the first floor of the existing building, not visible to the neighbors and allowing more open space for the site, including the inner courtyard. Based on neighborhood dialogue, we would like to work with Tufts University to create a new linear connection that will create public and active green space between Broadway and Holland.

The Applicant is:

Affirmative Investments, Inc. Attention: David Ennis 33 Union Street, 2nd floor

Boston MA 02108

Telephone: 617-367-4300 FAX: 617-367-1133

dennis@affirmativeinvestments.com

Attached is a Certified Check of \$20,000.00 made payable to The City of Somerville.

Sincerely,

David M. Ennis President

33 UNION STREET BOSTON MASSACHUSETTS 02108 t: 617.367.4300 f: 617.367.1133

Powder House Community School Proposal

Letter of Transmittal

B. Statement of Qualifications

B1. Development Team

Co-Developer and General Contractor

NEI

Lead Developer

Affirmative Investments, Inc.

Co-Developer

Somerville Community Corporation

Design Team

Lead Architect

Utile, Inc.

Landscape Architect

Ground, Inc.

Civil, Survey, Traffic

Design Consultants, Inc.

Structural and Building Envelope

Simpson, Gumpertz & Heger, Inc.

Property Management

Condominium Manager

Peabody Properties

Community Engagement

coUrbanize

Advisory Resources

Attorney

Gilmartin, Magence LLP Property Artistic Curator

James Hull

Environmental Engineer / LSP

GZA Environmental

Community Environmental Consultant

New Ecology Inc.

The Development Team is led by Affirmative Investments, Inc., a mission-oriented Boston-based development and investment banking firm that is an active developer of housing, economic development projects and mixed-use facilities. Affirmative works with communities to build sustainable projects that grow out of community planning and community priorities.

Affirmative always works in partnership with local non-profit groups or municipalities. With the Powder House Lofts, Affirmative is teaming up with Somerville Community Corporation, which is assisting the City of Somerville in assuring that housing opportunities are made available to a range of income levels, and with Northeast Interiors (NEI), a strong contractor with whom we have just completed a large community grocery store project in Boston.

The two development partners bring a direct connection to the City and the community and a knowledgeable partner in the physical challenge of rehabilitating The Powder House School. Our architect, Utile, of Boston, is involved in a range of arts-centered and housing projects. Affirmative has worked with Utile on two other projects, including the rehabilitation of a fire-house in East Boston into a music arts center for ZUMIX. Utile brings Simpson, Gumpertz & Heger, our engineering firm that has helped us analyze the structural and envelope issues related to

reuse of the building. New Ecology, which worked with us and Utile on the ZUMIX project bring their green expertise to the team. Our landscape architect is Ground, Inc. of Somerville, which was part of the earlier Tufts proposal and knows the site and the community very well. Our Civil, Survey and Traffic Engineer is Design Consultants, Inc. of Somerville, with whom Affirmative worked in Chelsea. The environmental engineer is GZA, with whom we work often. Counsel is Neil Golden of Gilmarten Magence, with whom we have just completed a commercial condominium project in Brockton. We are teaming with James Hull, an artistic curator who helped develop gallery space at the FP3 condominium and Laconia Lofts in South Boston who will help us program gallery space in the building and connections to the exterior park. coUrbanize will assist us in building a digital platform to keep the community involved as the project progresses. And Peabody Properties, with its vast experience, will market and manage the condominium units once we are complete.



Lead Developer – Affirmative Investments Inc.

Affirmative Investments, Inc. uses creative financing and development expertise to stimulate economic development, expand housing opportunities and deliver critical services that directly and positively impact communities.

Since 1983, Affirmative has helped finance and develop over \$1.1 billion in 46 economic development projects and over \$800 million in 92 housing facilities. Recent projects include a 40-unit senior housing facility in Winthrop, a commercial condominium in Brockton, a 45,000 square foot supermarket in Dudley Square and a LEED Platinum rehabilitation in Lowell. Affirmative will be led by its two principals, David Ennis and Tara Mizrahi, along with Kamran Zahedi, of Urbanica, to create a team with strong condominium and urban infill experience.

Mission is central to Affirmative's corporate make-up. We believe in a triple bottom line - People, Planet and Profit. Our team produces projects that are not only economically sustainable but have positive societal and environmental impacts.

Since our founding in 1983, Affirmative Investments has specialized in working with communities to develop real estate that combines mission and quality. Our projects have included rental and for-sale properties, homes for families and active elders, assisted living communities for the frail elderly, service-enriched housing and many types of economic development projects including charter schools, health care centers and community grocery stores. Affirmative Investments has been recognized for its work by numerous organizations, locally and nationally and believes strongly in working closely with the communities in which it is investing.



Co-Developer – Somerville Community Corporation

Since 1969, Somerville Community Corporation has served the City of Somerville and its residents. SCC focuses the majority of its resources on the central question of sustaining affordability and livability for the lower income two thirds of the population, the recent immigrants and generational descendants of the earlier immigrants. As a membership-based organization with nearly 400 formal members and 1500 constituents, SCC is a community development corporation strongly rooted in grassroots community organizing practice, resulting in a number of successful campaigns over the years to influence affordable housing policy and neighborhood quality of life improvements. Since 2005, SCC has also built a strong practice of participatory community planning originally with the East Somerville Initiative, concentrated in that neighborhood and later the Community Corridor Planning project along the anticipated MBTA Green Line Extension.

While SCC aims to benefit the entire community through its community development model, its most important work is directly with the segment of the community most at risk to address critical issues of equity in the face of the tremendous transformation facing the City—and region—today. SCC board and staff members, as well as SCC's overall membership, has vigilantly concentrated its work to counteract market-driven displacement pressures.



Co-Developer and General Contractor - NEI General Contracting

NEI is a full service general construction company offering owners and developers a fast-paced integrated approach for all project types. NEI has completed over \$400M in successful construction projects spanning a wide variety of types, technologies and programs. NEI maintains a 100% customer retention rate and offers a wide variety of preconstruction and development services to ensure project funding is utilized to its greatest potential. NEI acts as an at-risk developer or development partner in select projects.

utile

Architect - Utile

Utile is a Boston-based design firm built like a think tank. The firm thrives on solving complex problems in intelligent and pragmatic ways. From theoretical issues that frame policy to the practical implementation of architectural commissions, Utile develops a rigorous research-based approach for finding the best solutions.

The firm's work is not driven by aesthetics, but by a shared interest in doing deep-dive research focused on the cultural, social, regulatory, and environmental issues inherent in a given design problem. Utile finds opportunities for design by uncovering these issues and synthesizing them.

As a result, Utile doesn't focus on a particular project type, but rather projects that require comprehensive research and collaborative engagement with their clients. This means that the firm works on diverse projects of varying scales.



Landscape Architect – Ground Inc.

Ground Inc. is a highly experienced and versatile landscape architecture firm based in Union Square in Somerville. The firm was established with the specific pursuit of creating urban landscapes that unite community needs with practicality in maintenance and ecological sustainability. The vast majority of Ground's work is within the public realm, ranging from parks, to plazas, to urban infill sites. No matter what the scale or the budget of the project the firm strives to create extraordinary and enduring designs that are the best "fit" to the parameters of the specific project, the contexts, and the community.

Ground Inc. has a fundamental belief in the value of community process, believing that the best solutions

come from a genuine back-and forth dialogue with the future users and those affected by a project. The principal of Ground, Shauna Gillies-Smith, is an active Somerville community member. Ms. Gillies-Smith assisted as a volunteer professional during Green Line extension charrettes, was a member of the working group for the Union Square Redesign, and is currently an active member of the Union Square Chapter of Somerville Local First.



Structural Engineer – Simpson, Gumpertz & Heger Inc.

Structural design engineers help architects and owners realize their vision by developing creative solutions that fit within the aesthetic goals. While designing for safety and code compliance, the engineer also brings value to the design team by balancing costs and efficiency. SGH brings together expertise in design, investigation, and rehabilitation to deliver solutions that meet these challenges. SGH's approach to structural design enables us to achieve complex functional and architectural imperatives within real-world constraints. The firm works as an integrated part of the design team solving problems and focusing on details and coordination. SGH's experience and understanding of structural systems, the availability of in-house laboratory and material experts, and use of the latest technology in analysis and modeling, allows SGH to bring solutions to any design challenge.

Design Consultants, Inc.

Civil, Survey and Traffic Engineer – Design Consultants Inc.

Design Consultants, Inc. (DCI) is a leading civil engineering, planning and land surveying company based in Somerville. The firm specializes in transportation, traffic, site devel-

opment and residential land development projects. DCI's clients include municipalities, state agencies, developers, architects, law firms and other consulting companies. The firm's mission is to provide clients with innovative solutions to their diverse project and business challenges.



Environmental Engineer – GZA GeoEnvironmental Inc.

GZA is a professional services consulting firm focused on geotechnical, environmental, water, ecological, and construction management services. With a staff of interrelated professionals dedicated to providing high-level expertise on complex projects above, below and at ground-level, GZA's experts provide seamless integration across practice areas, client type, and location. The firm is consistently ranked among the top 100 firms on Engineering News Record's (ENR) annual list of the top 200 environmental firms. Excelling as a multi-disciplinary, multi-office firm of proactive, bright, and dedicated people, GZA provides value to its clients and its profession.

GM

GILMARTIN MAGENCE LLP

Attorney - Gilmartin Magence LLP

GM was formed in 1996 as a residential law firm, which has since evolved into a full service transactional law firm with offices in Boston and Newton. GM attorneys and lawyers are known for being Massachusetts' real estate and business law specialists. It is this focus that allows the firm to consistently be recognized as the top real estate and business law firm in the state. Over the past 20 years the GM team has represented developers in more than 75 separate residential and mixed-use condominium projects, including some of the most prominent projects in recent his-

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tory, including the InterContinental Residences, W Hotel and Residences, Battery Wharf, and FP3. The GM approach is to assemble a team of experienced attorneys to manage the legal process, which includes everything from drafting the Master Deed, to Declarations of Trust/Bylaws, unit sale documentation, and the drafting of land use, management, and marketing agreements.

Artistic Curator – James Hull/Green Street Gallery

James Hull is an artist, gallery director, critic and an independent curator. He currently teaches in the photo department at Lesley University. He founded and built the award winning, artist-run, non-profit Gallery @ Green Street in 1997. Later renamed Green Street Gallery, the space was located in a subway station in Jamaica Plain and exhibited regional artists from 1998 to 2007. Hull founded and ran the Boston Drawing Project at the Bernard Toale Gallery for over two years, which still operates at Carrol and Sons Gallery.

From 2008 to 2009 James directed three exhibition spaces in Boston: Laconia Gallery, The Suffolk University Art Gallery and FP3 Gallery. From 2008 to 2013 he was President of the non-profit Laconia Artists Corporation and Director and Curator of the Suffolk Art Gallery.

James has worked as art handler and installer at the Peabody Essex Museum, DeCordova Museum and Sculpture Park, The List Visual Art Center at MIT, The ICA, The RISD Museum, and the High Museum of Art, Atlanta.



Property Manager – Peabody Properties

Peabody Properties is a privately-held corporation founded by Edward A. Fish, incorporated in 1976. Currently, Peabody Properties manages approximately 10,000 units of residential housing, commercial and industrial property in both inner city and suburban areas throughout New England, with a workforce consisting of 380+ employees. The company also maintains full-service divisional offices in Massachusetts, Rhode Island, and Florida. Their innovative approach stems from the belief that their properties are not just financial assets but are places where people are born, nurtured, and develop with family and friends. Peabody Properties' caring philosophy and beliefs allow them to create successful residential communities, responsiveness and personal attention expected from a family-owned business. Their established systems of fiscal, marketing and management services complement their resident service oriented philosophy, and result in communities that operate in an efficient, profitable, and professional manner.



Community Engagement – coUrbanize

coUrbanize is a civic engagement platform for urban development projects. Residents use coUrbanize to learn about real estate and planning projects and share their input. Real estate developers, project planners, and municipalities list projects on coUrbanize to share information and gather broader resident feedback to supplement the in-person meeting process.

The firm started as a city planner, building technologist, and most importantly, as neighborhood residents. They saw first hand that the future of cities' development faced two big hurdles. First, most community members don't have time to go to public meetings, but the future of our neighborhoods are decided at the meetings - what gets built and ultimately, for whom. Second, the facts about projects are very difficult to understand, especially traffic studies

and engineering reports. They wanted to transform the process to make it easy for more residents to learn about projects and understand the impact on their street. At coUrbanize, the goal is to make project information accessible and help residents more easily participate in the development process so that everyone's voice can be heard.



Sustainability Consultant – New Ecology Inc.

New Ecology promotes development solutions that deliver positive economic, environmental, and social returns. The firm works with its constituents to help integrate sustainable development, which protects environmental quality and eliminates pollution and waste, provides direct, meaningful economic opportunities for communities, and builds civic capacity to ensure a healthy future. New Ecology implements these concepts through technical assistance, project coordination and management, program review, research, information dissemination, and education and outreach.

The firm works to improve the operation of existing buildings by analyzing utility consumption, developing plans for reducing usage, and managing installation of conservation measures. New Ecology's approaches make buildings greener through water conservation, energy use reduction, waste management, equipment efficiency, sustainable purchasing, and capital needs planning. The firm also provide services to help existing buildings become LEED certified.

B2. Qualifications of Development Team

The development team led by Affirmative Investments and supported by Somerville Community Corporation and Northeast Interiors has an extensive background designing, financing, building, and operating urban infill projects and engaging in community processes that establish mutual support for high quality outcomes.

This particular team combines great strengths in real estate development, complex finance, and community engagement/representation. Our team's ultimate strength is its belief in the triple bottom line. Our team produces projects that are not only economically sustainable but have positive societal and environmental impacts.

Affirmative Investments has facilitated over \$800 million of investment in housing nationwide and over \$1.1 billion in economic development real estate. Affirmative believes strongly in working directly with communities and local community groups to develop a product that is responsive to their needs and assets to the larger community. Almost all of Affirmative Investments projects come from either responding to a community RFP process or from working with a local non-profit wanting to improve their neighborhood. Affirmative's focus and strength is developing mixed-income and mixed-use developments that are assets for the community with high design, quality construction and strong management. Infill projects are a specialty in that Affirmative believes strongly in transit-oriented

sites and cleaning up environmentally contaminated/"brownfield" sites.
Most of these sites, by their nature, are infill properties.

In its capacity as a consultant and developer, Affirmative has developed over 5,650 units of mixed income housing. Affirmative has created projects that enhance the communities in which they are built and has formed successful partnerships and relationships in the process. The process of success involves consistent and honest communication between the team and the stakeholders and the realization/ respect that many times the community suggestions make for a better development. This communication and openness continues through construction and operations, resulting in strong relationships as a neighbor.

Affirmative's local partner on this project is Somerville Community Corporation (SCC). SCC has served the community since 1969 and provides an important role on the development team. In addition to their 21 successful real estate projects, SCC plays a critical role connecting the community on issues around mixed-income housing, smart growth

and displacement. SCC's Somerville roots, knowledge of the community and lengthy experience and belief in participatory community process will strengthen this experience and the ultimate program. SCC employs a full-time Community Planning Coordinator to ensure this happens. Typical outreach to the community for a project such as this would involve a lot of door knocking and information gathering, design charettes and workshops on key components and public meetings. The goal is to have a plan that the majority of the community is happy with by the time the project goes for permitting/regulatory approvals.

The third member of the development team is **Northeast Interiors** (**NEI**) construction management. NEI also has significant experience working with groups early on and strongly prefers not to be "added on at the end" just when the project needs to be constructed. Having a general contractor/construction manager (CM) on board from the start will help with constructability questions early on in the process, as well as feedback early on regarding cost impacts. We are

Statement of Qualifications City of Somerville

choosing to retain the existing building in part because we believe that this will be significantly less disruptive to the community then demolition and new construction. Having a CM as part of these conversations will assist the community in understanding construction related implications. Another strong benefit of this team member in assisting with community process is having real time analysis of costs/tradeoffs before a potential design gets too far down a design path and then gets tested for costs-requiring "going back to the drawing board."

Lastly the development team will also engage **co-Urbanize**, a civic engagement platform for urban development projects to supplement our own participatory community process. Co-Urbanize hosts an online resource for two-way communication on the project as it develops. This will assist in communication between stakeholders and provide a smoother path towards a successful partnership.

A few specific examples of extensive community support, strong design outcomes and well-operated developments are the following projects:

Summer Street Condominiums is a downtown redevelopment project located on an underutilized 2-acre site at the gateway to Manchester-by-the-Sea's village center. The central location and proximity to transit made this site a prime candidate for mixed-use development. This project was surrounded on one side by downtown and the other by affluent neighbors looking down onto the site. There was significant public process involved in this project and was ultimately permitted using a Friendly 40B Comprehensive Permit. Affirmative partnered with a local non-profit to develop this much loved property. The project won accolades by the Sierra Club for being one of the top 10 Smart Growth projects of the year (Triple Bottom Line).

Waverley Woods is a transit-oriented development located a short distance from Waverley Square in Belmont, MA. It is 40 units of housing in a combination of flats and townhouses.

Affirmative worked with the Belmont Planning Board, Belmont Affordable Trust, neighboring residential abutters, McLean Hospital (abutter) and the greater Belmont community to obtain a special permit that required Town Meeting approval for the project. The close proximity to Trapelo Rd and McLean Hospital required strong construction management skills to meet the needs of abutters through construction.

The Waverley Woods design ensures a cohesive street-scape for the Trapelo Road corridor and the townhouses are an attractive and appropriate link between the existing neighborhood and Waverley Square. This project also won several national awards including the Clancy Award for Socially Responsible Housing and two green awards (Triple Bottom Line).





Saint Polycarp Village was a large project undertaken by Somerville Community Corporation starting in 2005 and completed in 2104. The project ultimately involved multiple phases and resulted in 84 green residential units, rain gardens, a pedestrian walk way through the village, solar thermal and photovoltaic panels, and a commercial space that, in response to neighborhood needs, provides a small, independent convenience store, a dentist office and day care center. Overall the Village succeeded by integrating with, connecting and enhancing all the existing neighborhood uses. Prior to SCC even making an offer to purchase the property from the Archdiocese of Boston, SCC had knocked on doors and spoken with 300+ neighbors about their ideas for the site. They then had a public meeting with 100 neighbors in attendance providing SCC critical feedback prior to their submission of a bid. This type of communication was consistent through the master planning and change of zoning approvals and has continued through construction, lease-up and after.





Statement of Qualifications City of Somerville

B3. Resumes

Please see full resumes for all team members in Appendix A.

B4. Connecting Property

Powder House Lofts has had positive conversations with Tufts University about working together to bring some efficiencies in parking, access, through way and recreation by creating a Master Plan that includes the Powder House School site and the TAB Building site, the former Western Junior High School.

Tufts has expressed a willingness to work together on coordinating parking, on creating an easement and walkway that runs between Broadway and Holland that is conducive to a natural flow that extends into the new open space that Powder House Lofts will build on the site. The through way will be built to meet fire code and fire commissioner guidelines of at least six feet. In addition, Tufts has expressed an openness to a reconfiguration of parking on their site, as long as the number of spots is maintained.

Tufts has also expressed an interest in leasing up to 20,000 square feet of commercial space in the repurposed Powder House School. We have presented a plan that allows for a direct connection between the TAB Building and the new commercial space in the Powder House School that will also allow for revised parking.

Our contact at Tufts University is Robert Chihade, Director of Real Property, Tufts University.

C. Comparable Projects and References

C1. Developer Relevant Experience

Schoolhouse Green Falmouth, MA | 2012

Schoolhouse Green is much praised mixed-use project in Falmouth, MA. It is one of the four projects on which we have partnered with the Falmouth Housing Corporation. The project has many similarities to the Powder House Lofts.

Lessons learned from Schoolhouse Green that apply to the Powder House Lofts include:

- A) Mixed use -rehabilitated commercial space in an historic building and 39 units of new construction rental housing
- B) Urban Infill project located between single family homes on one side, a residential rental facility on one side, and a commercial plaza on the third side, requiring the purchase and demotion of several buildings to create a park
- C) Development partnership between Affirmative Investments, Inc. and Falmouth Housing Corporation, a local Not-for-Profit agency with strong ties to the Town of Falmouth
- D) Coordination with neighboring sites and owners access to the site is through an easement agreement with the neighboring property which is owned by the Falmouth Housing Authority



- E) Creation of a public linear park by the private development for public use
- F) Creation of an easement walkway to allow residents of an adjacent residential facility to access an adjacent supermarket and shopping plaza
- G) Direct engagement and support of the Town of Falmouth, including CPA funding
- H) Infrastructure improvements, including the termination of several curb cuts along a State highway, a septic treatment facility, building of sidewalks, creation of a linear park, retention of historic Falmouth school
- I) Active community involvement in the development process, including a 40B process and negotiation with the local VFW to help them locate a new home
- J) Negotiation of a majority preference for Falmouth residents





Location

138 Teaticket Highway Falmouth, MA 02536

Size

2 acre site, 42,000 square feet of 39 residential units, 2,800 square feet of commercial, 0.35 acres park

Ownership Entity

Veterans Park Limited Partnership, majority control Affirmative Investments. Inc.

Community Process

Extensive meetings with neighbors, Planning Board, Zoning Board of Appeal, Falmouth Housing Authority. Timeline for community process and assembling of land was 18 months. Project was very well received by community.

Development Costs \$11,100,000

Financing Mechanism

- Construction and Permanent Financing - TD Bank/Mass Housing Partnership
- Equity TD Bank through National Equity Fund
- Loans from Department of Housing & Community Dev.
- Funds from Cape Cod Commission

Municipal Subsidy

CPA funds from Town of Falmouth

Current Status

Residential and commercial space fully occupied, project is cash flow positive

Reference Contact

Linda Clark, Executive Director Falmouth Housing Corporation 508-524-1229

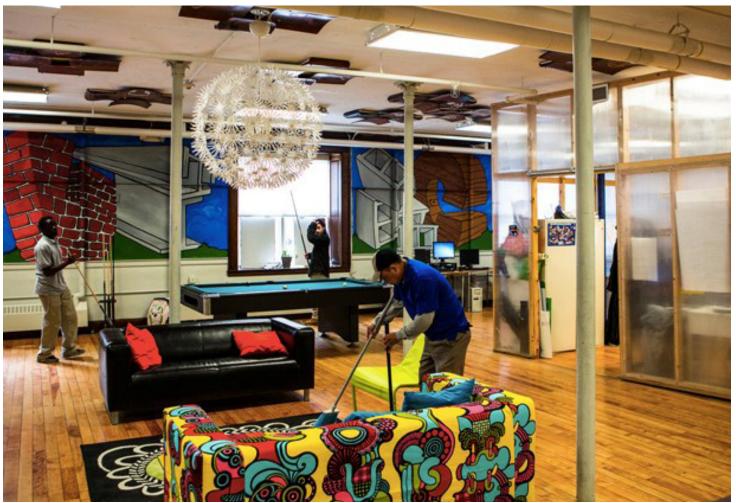


United Teen Equality Center Lowell, MA | 2013

The United Teen Equality Center (UTEC) building at 34 Hurd Street in Lowell, MA is the 20,000 square foot new home for UTEC, an award-winning not-for-profit agency that works with gangs and at-risk adolescents. Affirmative Investments was the Developer for UTEC.

Lessons from UTEC that apply to Powder House Lofts:

- A) Rehabilitation and repurposing of a church and creation of new construction addition as a community space, large multi-use performance space, sound recording lab, video production suite, dance studio with sprung wood flooring, classroom space
- B) Tight urban infill site in an historic downtown construction challenges, dialogue with Lowell Historic Commission
- C) Achievement of LEED Platinum building standard—the UTEC building, with the church dating from 1841, is the oldest LEED Platinum building in the county. The greening of the building includes use of recyclable materials, the installation of a wind turbine, natural AC through air flows
- D) Creation of multiple spaces for the arts, including video and audio studios
- E) Development of a café with a chef from the Arlington restaurant Flora



Location

34 Hurd Street Lowell, MA 01852

Size

20,000 square feet, 12,500 square feet of rehabilitation and 7,500 square feet of new construction space

Ownership Entity

Hurren Street, Inc., a 501(c)(3)

Community Process

4 year planning process with the community – the City, the downtown Lowell community and the UTEC youth participants. Lengthy negotiation with Lowell Historic Commission due to new construction in an historic district and desire to add green elements to roof that were challenging for the Historic Commission.

Development Costs \$10,500,000

Financing Mechanism

- Grants
- Foundations
- · Equity from US Bank
- · State Historic Tax Credits
- MassDevelopment
- Lowell Development Finance Corporation

Municipal Subsidy

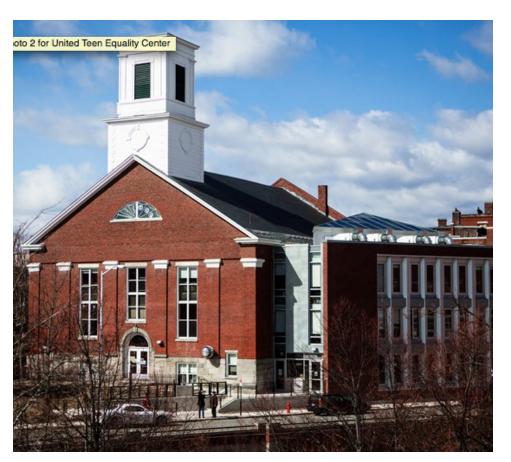
Energy grants/low-interest Energy Loan

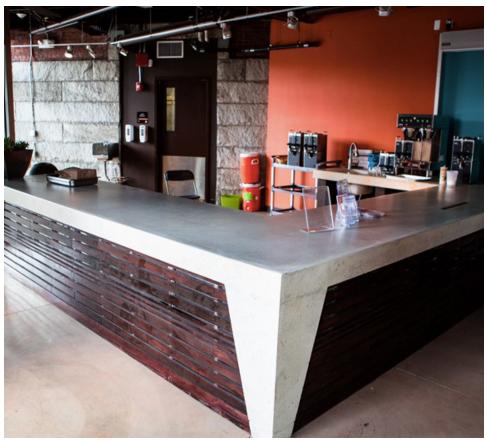
Current Status

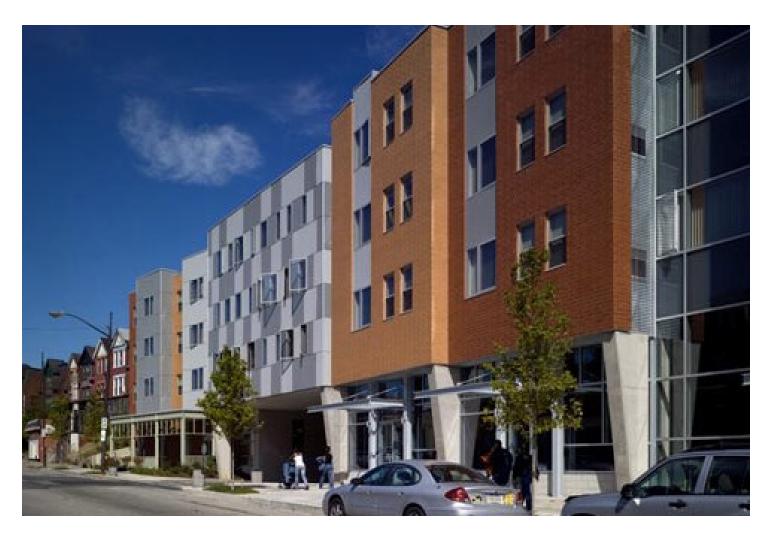
Fully operating, Affirmative is now rehabilitating 3 additional buildings for them for expansion (including a partnership with Whole Foods to make UTEC tortilla chips)

Reference Contact

Gregg Croteau, Executive Director United Teen Equality Center, 978-265-7173







Fairmont Apartments and Commercial, Pittsburgh, PA | 2008

Fairmont Apartments is mixed-use property in the Garfield section of Pittsburgh, PA containing 60 units of rental housing, 10,000 square feet of commercial space, including a café, a yoga studio, a health center and part of a complex that includes 17 loft-style condominium housing units and a restaurant.

Lessons from Fairmont Apartments that apply to Powder House Lofts include:

- A) Urban Infill site the picture above gives a sense of the context in which Fairmont Apartments is situated, older triple-decker homes adjacent to the new Fairmont building. After lengthy discussion, new, modern design was warmly welcomed and accepted. Tight site for construction. Shared parking with condominium adjacent. Challenges building on a busy street.
- B) Intensive community involvement and community process over an 18-month period involving neighbors, City officials and three not-for-profit groups who were

- active in the neighborhood sketches from some of the design and community charrettes follow this page.
- C) Part of Arts Corridor The project was built in partnership with Friendship Development Association, a non-profit group dedicated to building an arts corridor along Penn Ave. that includes gallery space, artists studios, new retail and activated pedestrian life. The commercial condominiums were central to the effort to reinvigorate the street and create meeting spaces for residents and neighbors.
- D) Challenges of a Multi-Use Building The needs of the residential tenants and owners are different than the needs of the commercial enterprises at the street level and the potential for conflict exists around hours of operation, parking, traffic, noise, access, equitable distribution of expenses. The issues need to be dealt with clearly, with clear guidelines to prevent friction and clear processes established to deal with problems that may arise.

Location

5461 Pennsylvania Ave. Pittsburgh, PA 15206

Size

20,000 square feet, 12,500 square feet of rehabilitation and 7,500 square feet of new construction space

Ownership Entity

Fairmont Apartments Limited Partnership

Community Process

Very involved community process. Project location was at the intersection of three very involved but very different communities. Community saw this development as a critical catalyst for the future development of the area.

Development Costs \$10.600.000

Financing Mechanism

- Construction and Permanent Financing – City of Pittsburgh
- · Equity -National Equity Fund

Municipal Subsidy

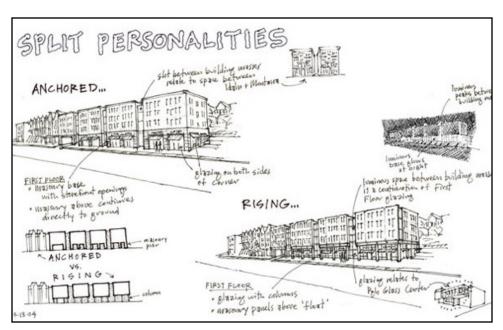
Soft funding from the City of Pittsburgh

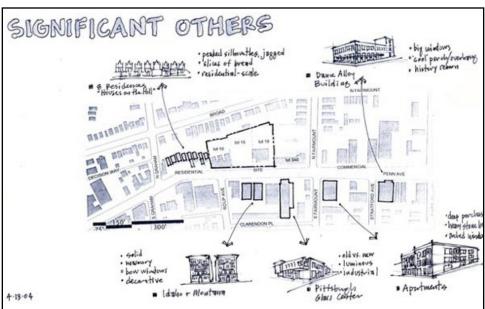
Current Status

Residential and commercial space fully occupied, project is cash flow positive

Reference Contact

James Pieffer, Executive VP Presbyterian SeniorCare, 412-826-6005





Sketches from design charrette

Additional Relevant Development Projects

Summer Street Condominiums, Manchesterby-the-Sea, MA

39 housing units, 5 affordable homeownership, 3 commercial condos, Sierra Club award

http://www.affirmativeinvestments.com/development/transit-oriented-developments/summer-street



704 Main Condominiums, Falmouth, MA

58 units of residential rental housing in 2 condominiums. 5 commercial condos.

http://www.affirmativeinvestments.com/development/relationships-with-housing-authorities/704-main-street



160 Pleasant Street Condominiums, Brockton, MA

Commercial condominium complex containing a supermarket, Vicente's, and a Federally Qualified Health Center currently in construction in Brockton, MA. Affirmative Investments is the Developer of the 5-acre parcel.

http://www.affirmativeinvestments.com/finance/affordable-housing-development/barnes-school



The Barnes School, East Boston, MA

Conversion of an historic school in East Boston to create 74 units of housing, a refurbished auditorium for community meetings and a health clinic. Affirmative helped East Boston CDC develop and finance the \$25 million project.

http://www.affirmativeinvestments.com/ties/704-main-street



Waverley Woods, Belmont, MA

40 units of rental housing on a difficult near the Waverley Square T-Stop. Winner of multiple awards including a Green Community award.

http://www.davissquarearchitects.com/project/waverley-woods-belmont-ma



St. Polycarp Village, Somerville, MA

Three-phase development by Somerville Community Corporation repurposing Church buildings and adding new units.

http://somervillecdc.org/saint-polycarp-village-phases-1-2



The Waterworks at Chestnut Hill, Chestnut Hill, MA

NEI Construction built the rehabilitated condominium units at The Waterworks. Peabody Properties oversaw the marketing and currently manages the property.

http://liveatwaterworks.com

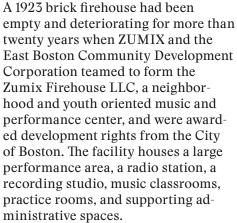


C2. Architect Relevant Experience

ZUMIX East Boston, MA | 2009

Relevance to the Powder House School Redevelopment:

- •Extensive community engagement
- Adaptive reuse of abandoned property
- Successful transformation into a community hub for the arts



After a failed relationship with their first architect, ZUMIX hired Utile to complete the project without affecting the overall project schedule. After making a few improvements to the plan based on an in-depth discussion with the director of ZUMIX and her staff, the Utile team had to research and modify the design to



make the new features historically accurate, since the project financing was dependent on Massachusetts historic tax credits. In addition to meeting the necessary standards, the Utile team prepared supporting documents for the approval process. Utile team had eight weeks to prepare and submit the construction documents for a GMP bid. In addition. Utile was tasked with incorporating sustainable design strategies that would earn the project LEED Silver accreditation. The project achieved LEED Gold certification, an effort lead by collaborator New Ecology, and is a green-building demonstration project for other non-profit organizations in the City of Boston and the East Boston neighborhood.

The biggest challenge was stacking and isolating these sound-sensitive spaces in an existing masonry en-

velope that shares a party wall with neighboring residential buildings and that is located in airport fly zone. Utile worked closely with Acentech Engineers to tackle each one of the obstacles on a macro and micro-level and ensure that the scope was included in documents and specifications, and executed correctly in the field.

During the construction phase of the project, the Utile team worked with a design-build AV vendor to coordinate all the AV equipment. Utile also designed a produced all of the green sign graphics that were installed throughout the building.

The Boston Preservation Alliance honored ZUMIX with a 2010 Preservation Achievement Award for significant neighborhood rehabilitation.

utile

Client

ZUMIX / East Boston Community Development Corp.

Туре

Community arts center, non-profit, historic renovation

Year/Status

2009

Cost

\$2.5M

Scale

5,400 SF

Scope of Services

Architecture, full restoration of exterior envelope, interior renovation

Awards

Boston Preservation Alliance Achievement Award

As a community arts center, ZUMIX organizes and hosts regular events. The main level is designed to accommodate different-sized audiences. The large doors of the firehouse open out onto the street during the summer months.











Performance hall (top), radio station (middle) and recording studios (bottom) are stacked on top of one another, requiring careful acoustic design.

Dudley Branch Library Boston, MA

Relevance to the Powder House School Redevelopment:

- Extensive engagement with the city and community
- Rehabilitation of a property
- Repositioning of facade and entry into a beacon for the community

Opened in 1978, The Dudley Branch of the Boston Public Library currently finds itself in the heart of a rapidly changing Dudley Square Neighborhood. The Brutalist building's introverted form is in need of rehabilitation and it no longer meets the programmatic needs of the library. Utile addressed these issues in two parallel tracks—the design of a new entrance for the building and a comprehensive programing study for the rehabilitation of the building.

The entrance design centers on a new signage marquee that calls out the entrance to the library. The marquee—made up of a backlit custom printed perforated aluminium—fills an urgent wayfinding need for the liabrary. The marquee emerges from the front door, hugging the wall to frames the approach to the entry, and ultimately rising above the building to better announce its presence from Dudley Square. The marquee is composed of perforated aluminum and is backlit in a manner to soften what is otherwise a very cold and austere concrete and block facade. The intent is to bring the vitality of the library's interior to the exterior of the building. Further, the custom printed graphic on the marquee works to bring a sense of warmth, texture and playfulness to the building's exterior.



The entrance design also includes site improvements intended to better define and active the library plaza. Landscaping, enhanced lighting and street furniture are all used to enhance the public realm and make the plaza a more secure, inviting environment.

Beyond the near term improvements to the Dudley Branch, Utile also prepared a comprehensive study of the library. This first phase of this study entailed a feasibility analysis of the existing building to assess its suitability in any future work. This scope also identified critical issues with the existing building that, if carefully considered, have significant potential to transform and enhance the library. Beyond the building analysis, this study also involved the development of a comprehensive program that entailed analyzing precedents and

developing detailed room by room guidelines for the eventual renovation. This work concluded with conceptual designs for the library. These efforts sought to consolidate the various complex issues into a clear and organized design that enhanced the existing building and better integrated it with its burgeoning Dudley Square neighborhood.

Client

City of Boston, Public Facilities Department / Boston Public Library

Type

Institutional Library

Year/Status

2012 and 2013

Size

N/A

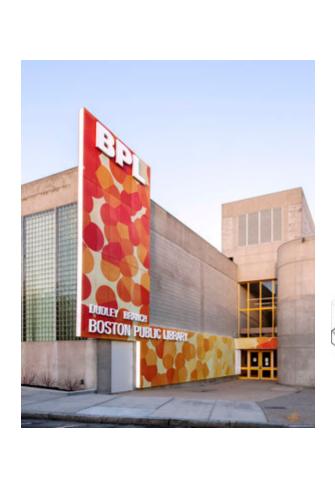
Budget

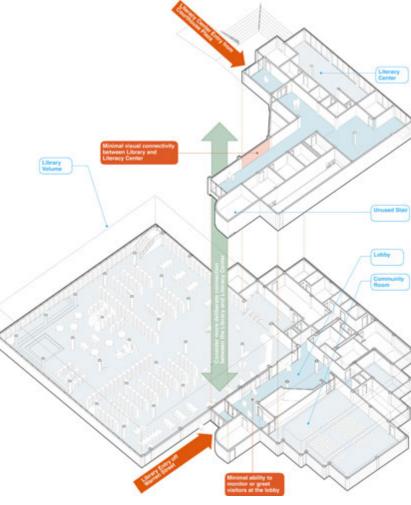
\$675,000 (for entry)

Scope of Services

Programming and Feasibility Study

utile







Above: This axonometric illustrates the shortfalls of the existing configuration, which limits the connectivity of the two levels.

Left: Our proposal includes connecting the two levels with a large stair that can also function as a gathering space. In addition to the stair, we propose creating an open mezzanine to further express the connectivity of the two levels.

22-26 West Broadway South Boston, MA



Relevance to the Powder House School Redevelopment:

- •Extensive engagement with the community and stakeholders
- Challenging infill building in a prominent location

The transit-oriented 22-26 West Broadway is a 46,000 square foot mixed-use development in a radically transforming South Boston neighborhood. The six-story building is highly visible from the West Broadway Bridge and the Southeast Expressway. The project, designed for Evergreen Property Group, contains 4,000 square feet of ground-floor commercial space with 31 units of housing on the five floors above. The client came to Utile with the vision of providing condominium-quality design for a full-service rental project.

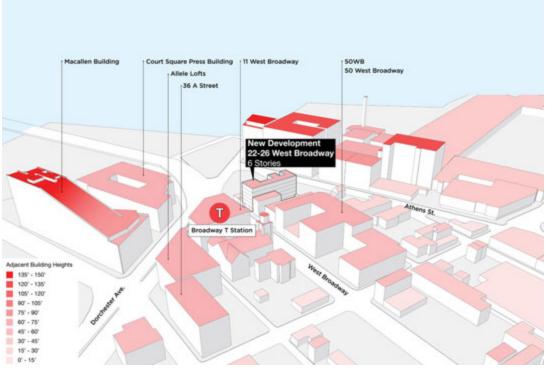
The project site presented the challenge of being very deep (146' deep) with very narrow (50') street frontage. Designing light and air wells into the

building allowed for a denser overall development and creates accessible outdoor spaces in the building that connect to the second-floor lobby.

Units enjoy spectacular views of downtown Boston and the Back Bay, a fully furnished rooftop garden, and easy access to the MBTA Red Line. Convenient access to public transportation, restaurants, Logan airport, and other general urban services makes it highly desirable for residents who choose to live without a car.

utile





Client
Evergreen Property Group
Type
Mixed-Use Development;
Apartments
Year/Status
2015
Scope of Services
Architecture
Size
31 units; 46,000 SF

C3. Graphic Representation

Please see C1 and C2 for graphic representation and project narrative for each relevant project.

C4. "Green" Building Design/Management

Developing sustainable buildings is a priority for the development team. We've had many successes and most are easily achievable without significant dollars expended. Powder House Lofts is aiming to be LEED Gold certifiable or higher.

Recent projects incorporate green technologies such as:

- Geothermal
- Photovoltaic
- Solar Chimneys
- Energy Recovery Ventilation
- · Green Roofs
- Instant Demand Utilities
- Electric Charging Stations
- Building Management Systems
- LED and Dark Sky Lighting
- Pervious Pavement
- · Zeroscape Landscaping
- Rain Gardens
- Tight Building Envelopes
- High-efficiency HVAC Systems

We believe in not only building smart, green buildings but also carrying sustainability concepts through to management and operations. Providing tenants and homeowners with "green living guides" that are specific to the building/area are an example of one of these practices. These provide information on reducing your environmental footprint, reducing utility costs, using cleaning/maintenance materials that are friendlier to the environment, and connecting new homeowners to local resources such as community gardens, food markets, and public transportation.

Example projects are:

- United Teen Equality Center, Lowell, MA: This adaptive reuse of a church is now the oldest building in the nation to have achieved LEED Platinum status. It used unique sustainable practices including combining the old steeple of the church with an extremely large quiet fan to make a solar chimney which pulls all of the hot air out of the steeple in the summer. This, along with other design details, meant the building did not need any mechanical air cooling.
- Waverley Woods, Belmont, MA: This project focused its "green" dollars on those items that would have the biggest payback, ensuring the long-term affordability of the project and ultimately won several national awards including the Charles L Edson Tax Credit Excellence Award- Honorable Green Mention, the Clancy Award for Socially Responsible Housing, and the American Building Council Merit Award and Green Award. Each of the residents upon lease signing is provided a Green Living Guide.
- Summer Street Condominiums, Manchester-by-the-Sea, MA: The Summer Street development won an Office of Commonwealth Development Smart Grown Leadership Award. The project also received a HOME Doorknocker Award from the Department of Housing and Urban Development, was recognized by the Sierra Club as one of twelve of "America's Best New Development Projects" the year it began sales.

C5. Development Approach

Affirmative Investments approaches all of its development projects from a mission perspective. We are engaged in projects that we believe can make a difference to a community and we almost always work with local community-based agencies, like Somerville Community Corporation, who know the community and can help us with setting priorities, working with the community and interacting with City officials and boards.

Almost all of our development projects are urban infill sites because that is where we want to be working – building or rebuilding neighborhood fabric, recycling buildings and remediating brownfield sites, locating near transit nodes and hubs, creating opportunities for employment, housing and social interaction for people of all economic means, but especially for low and moderate income people.

Urban Context

The Falmouth site was the home of a VFW post, built around Falmouth's 2nd public school that dated from 1873. Several single family homes that fronted on Route 28, with dangerous curb cuts, were purchased and demolished, replaced by a public park, and the land where the new housing stands was a vacant eyesore, traversed by residents of the housing complex

next door to the Super Stop & Shop in the plaza. Working with the Falmouth Housing Corporation and the Town, we developed a plan that satisfied several public goals and filled in a site that lacked definition.

The UTEC site in Lowell was an abandoned Church, built in 1841 situated in a very dense part of the historic district in downtown Lowell. The project involved the adaptive reuse of the Church and the building of 7,500 new square feet of space that stands out dramatically from the historic nature of the former Church and surrounding buildings. The project site was very tight and required intense negotiations with neighbors, the City and the Lowell Historic Commission.

The Fairmont site in Pittsburgh was a classic urban infill site. The site itself was an abandoned fast food restaurant, a block of abandoned com-

mercial buildings fronting Penn Ave., and a local bar that was not supported by the community. The new project was the product of a community process and effort, creating senior housing above, retail space and pedestrian traffic at the street level, and tied to an arts corridor initiative of the seller of the land, Friendship Development Association. The project filled a blighted hole in the streetscape and has added real vitality to Penn Avenue.

Parking

Parking analyses are very project specific—and depend on many variables including location and population of residents/employees.

In Falmouth, the site was large and offered enough space to create parking for all units and still leave space for gardens and landscaping. However, one of the ways that we worked with the Town to improve traffic flows was to close up several curb cuts on a busy road, Route 28, and access the site through an easement with a neighboring property. One of the lessons learned was that we created more parking than was needed —not every resident had a car, the site sat right on a bus line and stores and services were easily walkable.

In Lowell, parking for UTEC was very limited, and the new construction used most of the current parking, leaving only enough on-site parking for vans that UTEC needed for the café and commissary. We worked closely with the City, which was very supportive of smart growth and limiting parking. In addition, there was a large, public parking garage across the street that allows the project to share parking. We also installed two electric pumping stations on the sidewalk to encourage new technologies.

In Pittsburgh the development team had to deal with a challenging tight space for parking, hidden from the street behind the building and entered



We share the goals of SomerVision

through a new archway. The team needed to create parking for a 60-unit senior housing facility and 4 retail spaces, including a health clinic. In addition, the parking was coordinated with 17 homeownership condominiums adjacent and a restaurant. We developed a shared parking program to utilize spots differently at different points of the day – spaces for the retail spots during the day that were used by condominium owners at night.

Community Process

Community process is central to all of our developments and helpful in shaping projects to meet community and neighbor needs.

Not all community processes are difficult. In Falmouth, the project to save and repurpose Falmouth's second historic school as commercial space and the creation of a new linear park was well received by the community and neighbors. A 40B hearing process was finalized with two meetings. We did, however, work closely with the neighboring rental facility to create an easement and walkway allowing residents continued access to a shopping plaza on the other side of our property. We worked with the Town and neighbors on plantings for the new park and art throughout the development.

In Lowell, there were no residential neighbors. The community process involved a neighboring bank, which whom we created an easement, the Lowell Historic Commission, which is wary of new construction in the downtown area and the community of youth that make up UTEC (United Teen Equality Center). One of UTEC's goals is to teach and instill a sense of civic engagement in at-risk youth who have never been engaged. UTEC involves its participants in all levels of decision-making to teach them that politics is local and politics is empowerment. The youth of UTEC were part of the design team and played a major role in space and use considerations.

In Pittsburgh, the process of creating the Fairmont mixed-use development was a lesson in urban planning and consensual decision-making. The planning process began as an open dialogue with multiple communities with, and at times, conflicting agendas. The communities included artists who were working on building an arts corridor along the street, Penn Ave., including studios, work spaces and galleries, a non-profit that wanted to create retail and commercial activities to generate street life, a condominium developer adjacent to the site, low-income senior residents of a Housing Authority high-rise for whom we

were building replacement housing, a faith-based non-profit that wanted to assure quality jobs for local residents, the City and the Redevelopment Authority. Our architects worked closely with us to draw out the disparate priorities and needs of the various constituencies, creating books and sketches of the dialogue and ideas that were shared with the community. We then moved to charettes, allowing the community to actively participate in the visualization of the project and the changes that were implementing. After 18 months and more than 15 meetings, we moved forward on a plan that made most of our constituents happy, both with the result and with their participation in the process.

Development Team Integration

Affirmative always works as a team, partnering on almost all of its projects with local community-based groups, and working closely with professionals on repeated projects. Partnering creates leverage that has allowed Affirmative to do a range of high quality projects. Team meetings in preparation for this response to the Powder House RFP have been lively and creative, as we have dug deeply into the reuse of the building with our contractor/partner, our engineers and our design team. We worked with

Utile, Ground Inc. and our arts curator on options for enlivening the open space, engaged the banks with which we work closely—Eastern Bank, Cambridge Savings Bank and Bank of America to develop a secure financing strategy through final sales.

Affirmative has built close relationships with several non-profit developers and service providers and has done multiple projects with the same partners—in Pittsburgh, Affirmative has partnered with Presbyterian SeniorCare to build 281 housing units in four large multifamily buildings. In Falmouth, Affirmative has partnered with the Falmouth Housing Corporation on two large mixed-use projects, a third rental housing project currently in construction and a fourth that is in planning stages. In East Boston, Affirmative has partnered with the East Boston CDC on seven projects during the last 15 years, including five housing projects and two economic development projects, including the ZUMIX project with Utile. In Las Vegas, Affirmative has partnered with Nevada Housing and Neighborhood Development on two 90-unit assisted living facilities and two multi-family projects. In Chelsea, Affirmative has partnered with the Chelsea Jewish Foundation since 1995 to help build two assisted living projects, the award-winning Leonard Florence Center for Living, a new skilled nursing facility that is a Greenhouse, and a new 40-unit housing facility in Winthrop that is currently leasing up.

The Schoolhouse Green building in Falmouth was a partnership between Affirmative and the Falmouth Housing Corporation (FHC), mentioned above. Affirmative and FHC developed this project in close collaboration with the Town of Falmouth, the Falmouth Housing Authority and

the VFW post, whose property was purchased. This was Affirmative and FHC's second project together and the work was completed with largely the same team as the first project, including the contractor.

The UTEC project in Lowell was an intense collaboration with the sponsor, UTEC. Affirmative acted as UTEC's developer, bringing in CBT Architects, a firm with which Affirmative had worked on several projects, to help with a challenging site, building and program. Historic consultants, green engineers, audio engineers, civil engineers all worked with great dedication to create an exciting new space that remains a model for green building and a great community space and resource. Affirmative is currently closing on a second project with UTEC that involves the purchase and rehabilitation of 4 properties.

The Fairmont project in Pittsburgh was the third project that Affirmative did with Presbyterian SeniorCare. The complexity of the project, the multiple uses at the site, and the intensity of the community process required a clear coordination of the development team and its professionals to be on the same page and to speak with one voice. The team worked incredibly well together and finished this project, which turned out beautifully, and with the same architect, same contractor, same engineers, moved to a large tower project that transformed a 206-unit tower of studios into 102unit, modernized facility. The coordination of the tower project involved rehabbing the building with residents in it, working on the construction in sections and moving tenants. The project required a coordinated effort and a real sensitivity to the residents.

Coordination among town/city/county officials

Affirmative works on projects that emerge from community needs and priorities and is very attune to political sensibilities. Affirmative seeks out projects that have strong municipal backing and that are part of strategic planning initiatives. Because mission is key to our development choices, we only want to work on projects that have strong political and community support. For this reason, coordination with municipalities is a central component of all of our projects.

The Fairmont project was part of a City of Pittsburgh plan to create an arts corridor along Penn Avenue and to work on infill sites that created blight, crime and deterred new investment. The City, through its Redevelopment Authority was an active participant in the planning process, provided predevelopment funding, and facilitated the zoning and permitting process for the development.

In Lowell, the City played an active role in assisting the development team on a myriad of zoning, permitting, funding and historic issues. The City also provided grant funding to help make the building a model of green rehabilitation.

In Falmouth, the Town was an active participant in development planning. The project added major infrastructure improvements, closed off dangerous curb cuts, built a new public park, built a project-specific sewage treatment plant to not overburden the Town system, and created an easement to allow a public pedestrian walkway through the new site. In addition, the Town provided CPA funds to help with the park and the historic school structure.

Community Benefits and Community Impacts

Affirmative and Somerville Community Corporation are both focused on projects that are impactful and expand opportunities for housing, for jobs, for education and for social interaction. We are excited about the benefits that the Powder House Lofts will generate:

- 10 home-ownership units for residents at or below 110% of Area Median Income (AMI), with 3 at 80% of AMI
- an open public park, with both active and quiet areas, and in planning, an enhanced pedestrian walkway through to Holland
- a gallery/café space that will be a forum for local artists and will tie the building to the community
- · commercial space that will provide jobs for Somerville residents
- a dramatic reconfiguration of the current School that will turn a concrete behemoth into a live building
- · a human scale that will not overwhelm the neighborhood

In the Fairmont project in Pittsburgh, the benefits were dramatic – 60 new affordable housing units for seniors, a medical clinic at the street level, a new award-winning designed building that fit into an older streetscape, a parking plan to allow for shared parking with new lofts built next door, a café, enhanced street life and a dramatic drop in crime.

In Lowell, the UTEC building has created a lively home for an organization that is reaching hundreds of at-risk youth and teaching them a range of job-targeted skills—construction crews, furniture-making, culinary skills, daycare, audio production. A LEED Platinum Building that is a model for building type, energy efficiency, new technology and a green teaching tool. A café that integrates the building to the outside world, as we plan at Powder House Lofts.

In Falmouth, Schoolhouse Green has helped to reconfigure a scattered neighborhood with a plan that sets it back from the a busy street, buffered the buildings and residents with a linear public park, expanded sorely-needed affordable housing opportunities for Falmouth residents, preserveed Falmouth's second historic school, and created new commercial space on Route 28.

D. Project Narrative

D1. Description of Powder House Lofts



Powder House Lofts will reutilize the current Powder House School to create a dynamic multi-use facility including 40 new condominium units of housing, 11,000 square feet of commercial/R&D/studio space, a gallery/café of 830 square feet, 56 spaces for parking on the first level of the building and a neighborhood park with areas for both active and passive recreation. Our team has spent significant time reviewing the existing building and existing reports. Our design team and structural engineers as well as NEI have developed a fairly detailed analysis of the redevelopment opportunities of the existing building and we feel strongly that reusing the building is a smart opportunity for this site.

There are several key goals and targets that inform the project:

- To have a high quality project with a triple bottom lineis economically sustainable and has positive societal and environmental impacts
- · To actively engage in a participatory community process

- with the neighbors and the City that refines and improves the program and design elements
- To develop a program that is least disruptive to the neighbors and can be completed quickly – depending on community process and zoning, the plan is to have units and space available by Spring 2017
- To be as green as possible and recycle the building, which has more merit than initially meets the eye - in its layout, its inner courtyard, its broad spaces which allow for interior parking, its ability to create the most substantial public park, its potential link to the TAB building, its ability to lower construction costs in order to expand affordability
- To work with the City to create a new model of affordability that goes well beyond current inclusionary zoning requirements, uses potential profits to expand affordability and works to give preference to Somerville residents
- Use the strenght of the housing market to eliminate the need for state or local subsidies

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- To potentially work with Tufts University to integrate the Powder House site and the TAB Building site – for a park and/or wider pedestrian path that runs from Broadway through to Holland, to reconfigure parking, to potentially link Powder House Lofts with the TAB Building if Tufts were to lease the commercial space
- To activate the site with complementary uses that do not overwhelm the neighborhood

The Program and Space Elements include the following:

A. Residential Space

40 homeownership condominium units Net residential SF: 61,718. Anticipated breakdown of units:

10 1+ bedroom
 16 2 bedroom
 9 2+ bedroom
 5 3 bedroom

The units will be very attractive with large, open floor plans, tall 11-12' ceilings, hardwoods floors, ample storage and outdoor space. Parking will be located on the 1st floor that can be reached by the interior elevator. Forty spaces will be available for the residential units, with spaces available for Zipcars. We anticipate selling the parking spaces separate from the units - this has proven to reduce car ownership and encourage the use of public transportation. This could also allow opportunities for spaces to more easily be shared between the commercial space and the residential. Many of the units will be duplexes with penthouse space on the roof and roof decks. We are being careful not to design any decks that overlook the Paulina Street backyards. Ample secure bike storage area has been identified. There will be a gym for condominium residents.

Target buyers include young families, young professionals and empty-nesters. Peabody Properties, a very experienced property manager, will market the units, with assistance from local real estate brokers, and will manage the condominium. Our numbers anticipate a sales period of 15 months.

Ten of the 40 units will be affordable. In addition, 15% of profits will go to the City of Somerville's Affordable Housing Trust or to support Somerville Community Corporation's Hundred Affordable Homes project.

The current program anticipates that 3 of the units will be priced for those at 80% of Area Median Income and 7 of the units will be priced for those at 110% of Area Median Income. The 10 affordable units are 25% of the total units and twice the requirement of current inclusionary zoning regulations in Somerville. We will work to give a preference for these units to current Somerville residents. Current pricing for these units is as follows:

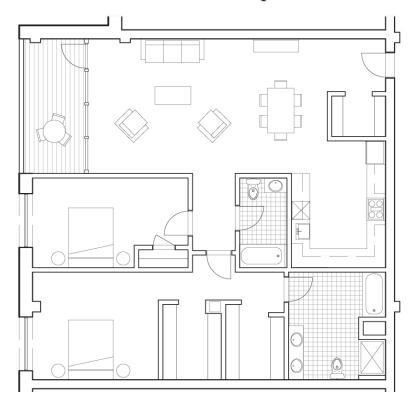
80% OI AMI	
1 bedroom	\$189,945
2 bedroom	\$214,437
3 bedroom	\$249,679

110% of AMI 1 bedroom \$283,899 2 bedroom \$310,839 3 bedroom \$335,100

Final price of these units will depend on several factors including Area Median Income at the time the units come on line, interest rate of mortgages and final condominium budgets.

Attached to this narrative are preliminary plans for our reuse of the Powder House School building.

Two Bedroom Flat - 1570 sq. ft.





FP3 Gallery Space at FP3 condominium 346 Congress Street, Boston

B. Commercial/R&D/Studio Space

11,000 square feet will be a commercial/open space condominium and is currently planned to be owned and financed by the Developer. This space is on the first floor of the current School, adjacent to the Paulina Street neighbors and the TAB Building. We have had initial conservations with Robert Chihade of Tufts University and Tufts has expressed written interest in leasing commercial space at the Powder House Lofts building. We have discussed anticipated lease rates, which will allow us to build it out for them and potentially link to the TAB Building. This space would include 13 interior parking spaces.

We are interested in working with Tufts for several reasons:

- a) We want to integrate the two sites for the park, the walkway, and the parking
- b) We believe that Tufts' use of the space at Powder House Lofts will not be disruptive for the Paulina Street neighbors largely daytime use and the buildings could be connected
- c) Tufts use will be largely daytime, creating strong opportunities for sharing of parking and smart car management

We are also working on alternative uses of this commercial condominium. We have had preliminary conservations with R&D tenants and have met with the artists of S/M/ART who have expressed an interest in renting studio space at Powder House Lofts if we are successful in developing the site.

C. Gallery/Café/Community Space

38

830 square feet of space at the entrance from Broadway and the park will be built out as gallery space/cafe that will be activated by James Hull, an arts curator who has overseen the gallery/lobby space at the FP3 development in Fort Point Channel and created ongoing gallery space for local artists at Gallery@Green Street, a gallery built into an MBTA station. He oversees the gallery at the Laconia Condominium, which is a model for our proposed gallery. With Shauna Gillies-Smith, we are using the public park and walkway to Holland as further opportunities to show and incorporate local art and sculpture.

To further activate the site and tie the new Powder House Lofts to the community, we have proposed a small café space at the gallery. The former owner of Herrell's Ice Cream, who currently runs Coop's Ice Cream and Hot Fudge and ran a café in Allston in interested in operating the café space and we would like to meet with the owners of Diesel and Block 11 to explore them opening a space at Powder House Lofts.

In addition, we see this space as community space, both for the condominium and also for the neighborhood. Depending on how the café/gallery is designed, space could be made available for functions. The café/gallery space would open onto the park and would make a visual connection between the residential building and public open space.

D. Open Space

Our site plans incorporate a public park of 32,800 square feet, which focuses more as a passive park with opportunities for larger active events. We have engaged with Ground, Inc, both because are they strong and imaginative land-scape designers and because they were central to the public dialogue and park design in the last RFP process. Much consensus was developed on what to build and what not to build and we wanted to benefit from some of the successful community process that has already occurred regarding this space.

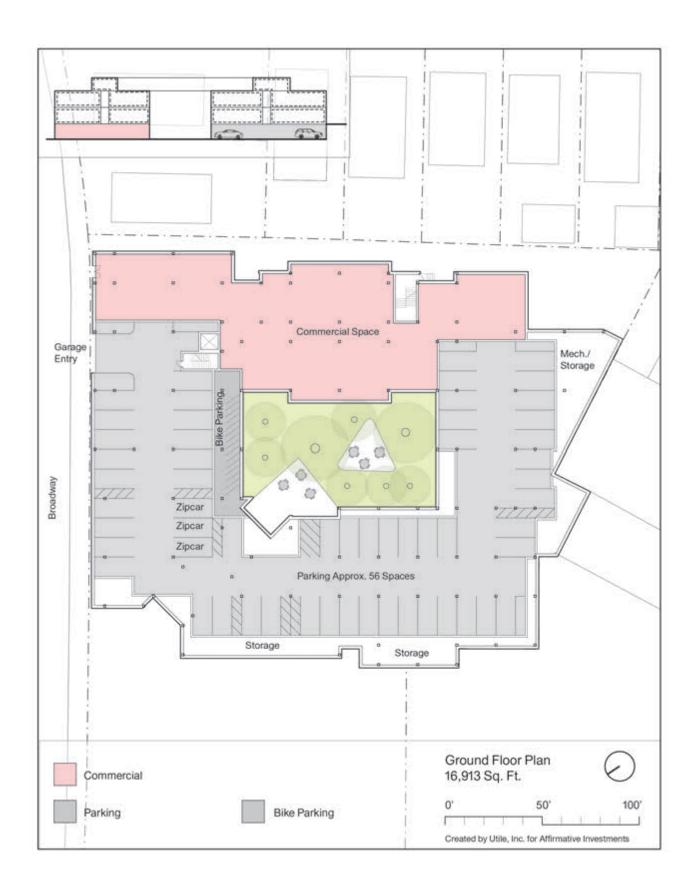
We are proposing a couple of site plans: One that is self-contained and only uses the land in the current RFP and another that gives a glimpse of possibilities if were were able to work with Tufts on a mutually beneficial plan. We do believe that there are some strong benefits of working with Tufts on improving the entire pedestrian experience from Broadway to Holland.

Some of the ideas for the open space are:

- Strong sense of pulling the community into the park. Keeping the existing building allows us to have a very open and approachable park eliminating any feeling that people are walking onto someone's private property.
- Rain Garden a slightly recessed and carefully planted garden that will temporarily retain excess storm water run-off, thus making the collection of the storm water on the site visible, educational and sustainable.
- Public Art Opportunities for incorporating art are imbedded throughout starting at the high retaining wall, working through the park and into the gallery/café at the residential building entrance.
- Decorative Lights the intention is for the park to function well both in the day and in the night. With the short days on the winter months, the night time experience is very important. Lighting provides both safety and security and if done imaginatively and well, is another artistic experience in the park
- Yoga Area A small flat area of stone or wood decking could provide space for seasonal outdoor activities such as yoga.
- Special Event Opportunities Being a green park, close to the activity and T access of Davis Square, it offers an opportunity for special events that differ from current locations. The open lawn space provides lots of opportunities for the hosting of many events.

We are extremely excited about this opportunity and are energized thinking about working with the community to make this redevelopment opportunity and park a reality.

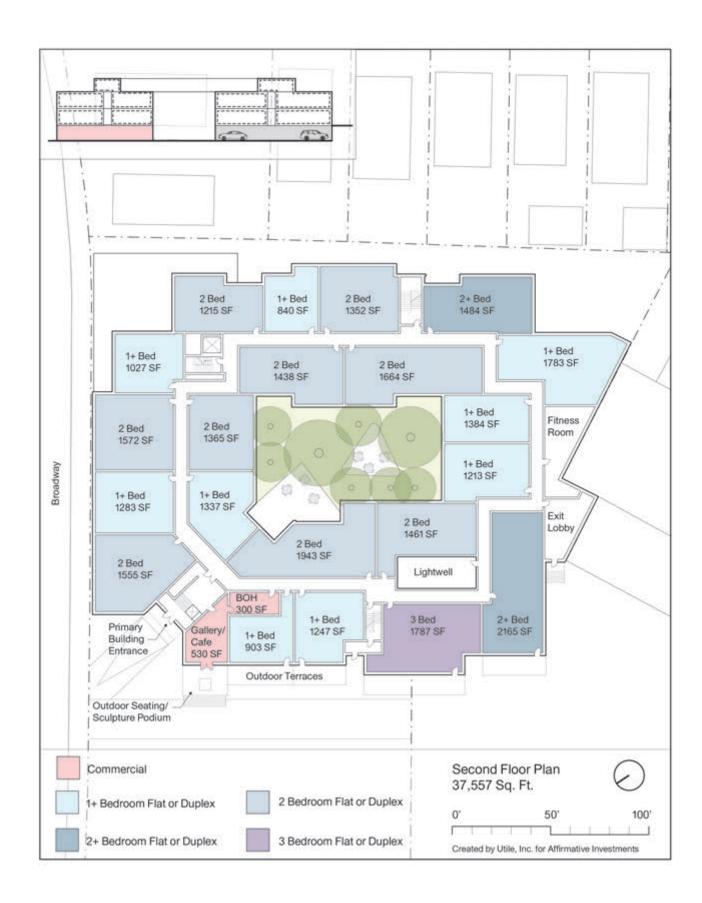
Ground Floor Plan



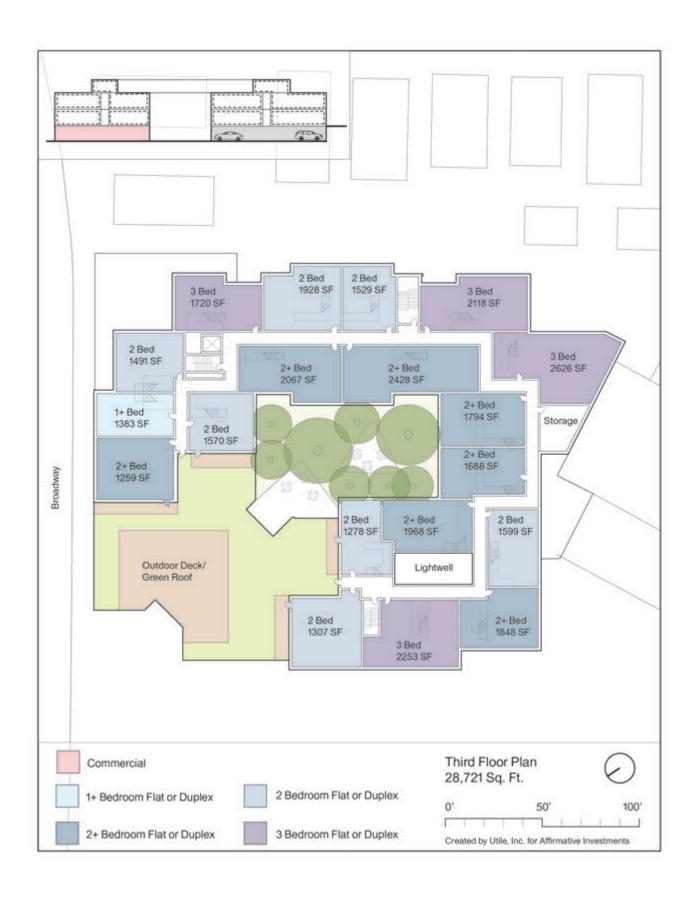
Project Narrative City of Somerville

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Second Floor Plan



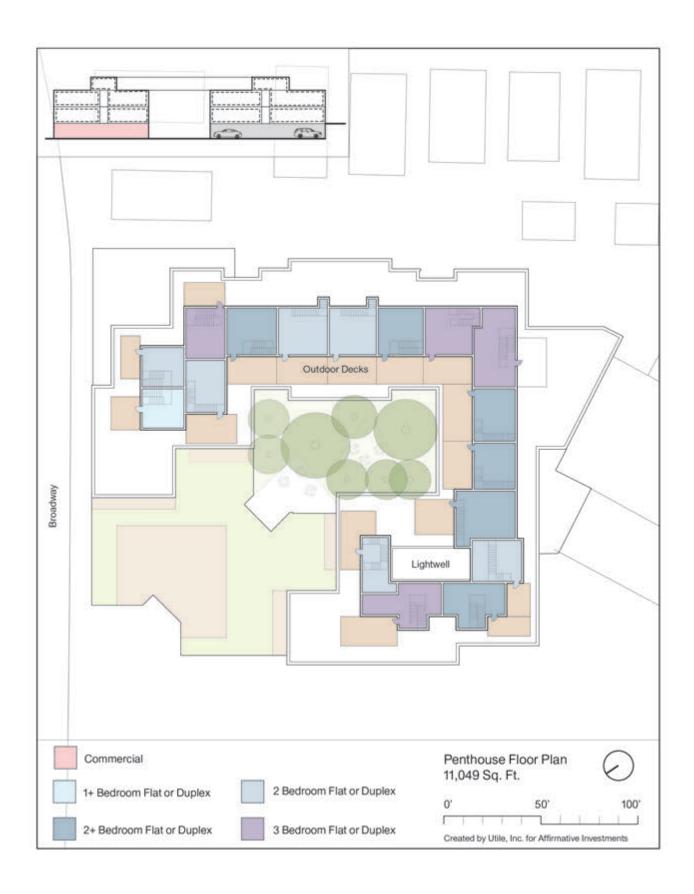
Third Floor Plan



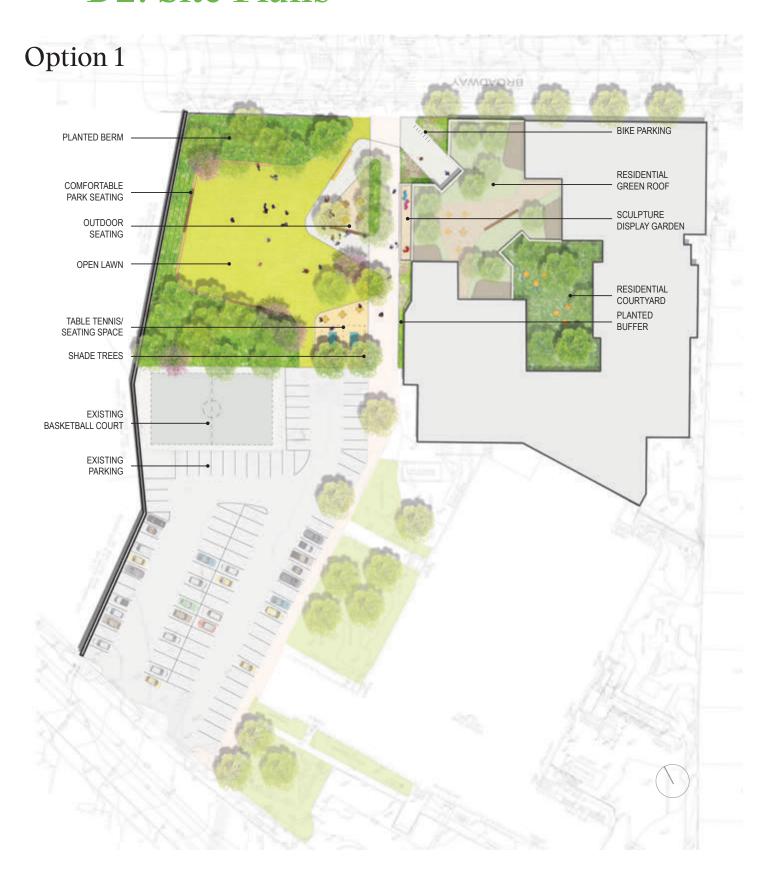
Project Narrative City of Somerville

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Fourth Floor Plan



D2. Site Plans



Open Lawn



Outdoor Theatre



Lounging In Sun Or Shade



Spontaneous Play



Comfortable Seating



Recreation Spaces



Table Tennis



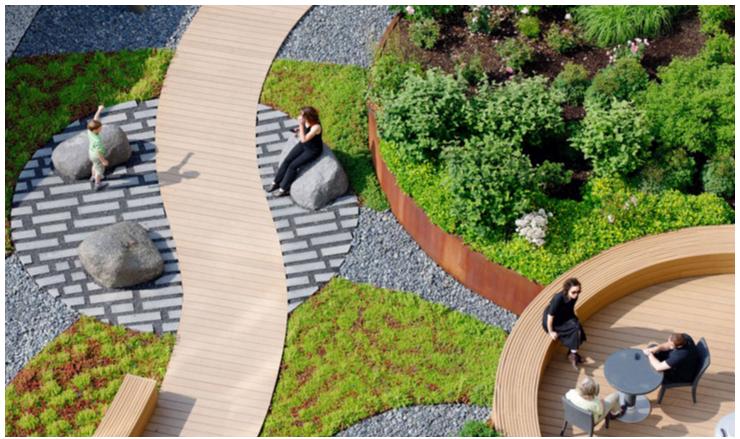
Outdoor Cafe



Green Roof







Courtyard



Lush Planting



Quiet Spaces



Option 2

50



Multi-Use Court







Multi-Use Parking Plaza





Weekend / Special Events

Food Truck Dining



Development Area Summary

Net Square Footage

Level	Exisiting*	Proposed	Notes:
1	39,502 sq.ft.	14,371 sq. ft.	Parking Discounted Per Addendum 2 and Per Somerville Zoning Definition of "Net"
2	33,665 sq. ft.	37,911 sq. ft.	
3	21,573 sq. ft.	28,754 sq. ft.	
PH	0 sq. ft.	12,062 sq. ft.	
Total	94,740sq. ft.	93,098 sq. ft.	

^{*} Per Floor Plans Provided

D3. Timeline

Our timeline is shaped by two priorities: 1) engaging in a thorough and extensive community process to come up with the best possible design for the Powder House Lofts that allows us to incorporate community needs and ideas; and 2) complete the agreed-upon project as quickly as possible.

We have worked to create an initial proposal that carefully complies with Exhibit E in the RFP and works within both existing and proposed Zoning rules. We hope this expedites the plan's approval with the City of Somerville once the community process has been completed.

The community process will be led by Somerville Community Corporation (SCC) and Utile. SCC has extensive experience leading community engagement activities in Somerville. Their full-time Community Planning Coordinator will lead design charrettes and workshops on

key aspects of proposed new developments for the purpose of gaining strong community input, participation, and support for those aspects of the development. Utile would lead design-focused portions of the charrettes and meetings, and plans to use New Ecology Inc. to run specific sustainability design charrettes within the planning process.

Timeline

May 2015 Selection of Preferred Developer

June - September 2015 Extensive Community Process and Plan refinement

October - December 2015 Zoning Approval

January 2016 Permits Issued/Construction Begins

February 2017 Construction Complete/Certificate of Occupancy Issued

April 2017 Public Park Complete

D4. Other Amenities

The largest public amenity provided by the development team will be a public 32,800SF park. Reusing the existing building allows the park to remain independent from the residences. This enhances the public experience in the park by allowing residents to use it without feeling as though they are in someone's backyard or bothering their neighbors. The amenities within the park will include, but not be limited to:

- · Universally accessible pedestrian paths across and throughout the site
- · Bicycle path across the site
- · Outdoor bicycle parking
- · Passive storm water strategies including rain gardens or permeable paving
- · Special Event Opportunities
- · Gardens or Community Gardens
- · Open Lawn Space
- · Public art
- Decorative lighting
- · "Natural" playground
- · Yoga Area
- · Potential Hubway stop
- · Potential athletic facilities for public use
- Outdoor seating
- · Flexible outdoor space for events such as food trucks, movies etc.
- · LED lighting to improve use and public safety
- · Public Gallery and Café
- · Potential Zipcar parking

We anticipate undertaking required infrastructure improvements to build the proposed Condominiums and Park.

D5. Green Building Design Elements

Central to our sustainable strategy is the adaptive reuse of the existing structure. Renovation is the highest form of recycling, using the least amount of total energy and raw material, and preserving the many thousands of Gigajoules of embodied energy in the concrete and steel. Reuse not only reduces our long term carbon footprint, it diverts material away from landfills, and minimizes storm water run-off during construction. The smaller amounts of waste that are produced in the construction process will be recycled where possible.

Further reductions in the "cradle to grave" energy consumption of our project will be achieved through significantly enhanced building insulation and high efficiency heating and cooling equipment. A minimum of 3" of insulation and new vapor barriers will be added to the interior surface of exterior walls. Additionally, it is anticipated that individual residential units will have local on-demand heat and hot water systems, putting individual residents in charge of their own energy consumption. As the project evolves, the team would look to the cost and technical feasibility of PV panels on the roof. The team will produce a robust energy model of the entire building to fine tune its performance, and to find ways to take advantage of the thermal mass provided by the existing concrete structure.

On the building's interior, finish material selections will focus on occupant health - only low VOC materials will be used, and those with recycled content will be prioritized. To the extent possible, existing interior materials such as concrete floors, will be refinished and reused.

We are planning significant space in the building to encourage reduced reliance on automobiles: including large amounts of interior bicycle storage, potential Zipcar parking spaces, and electric vehicle charging station. We also will have ample and convenient space for trash and recycling.

Early in the design process, the team will assemble several Green charrettes to ensure that sustainable features are "baked in" to the design process. These will be conducted under the leadership of New Ecology, Inc., one of the region's premier sustainability consultants with an expertise in existing building forensics. A commissioning agent will ensure that all systems are monitored for their intended performance after construction.

Our team will achieve a LEED Silver certifiable minimum but plans to reach higher.

D6. Powder House Transportation Demand Strategy

In accordance with the requirements of the RFP, we are proposing one parking space per residential unit, and one space per 800 square feet for commercial uses, for a total of 56 spaces. To minimize vehicular impacts on the park entrance and the concentration of pedestrian activity near the building entrance, we are locating the parking access at the northeast corner of the building close to the existing curb cut. The parking spaces themselves would be located inside the lower level of the existing building, predominantly to the northwestern edge where that level of the building is mostly below grade. Access will be controlled via a key operated roll gate.

Using the existing structure to house the parking will conceal it from the neighbors and the public areas, will eliminate the need for on-site snow plowing and the use of salt and sand, and will insulate the neighbors from the sounds of car doors and engine starts (when vehicles are loudest). 20% of the parking spaces will have access to electric vehicle charging stations.

We are proposing several additional design and management features to incentivize the use of alternative transportation methods:

- Additional storage for bicycles: There will be bicycle storage areas on the ground level to accommodate 1 bicycle per unit, as well as 1 bicycle per 1000sf of commercial area. The areas will be designed to encourage bicycle use by being secure and easy to use and access. In addition, Individual residential units will be fitted with bicycle storage areas and hardware. At the building's exterior, there will be bicycle racks for public use. The overall goal is to reduce barriers to bicycle use by building convenience in to the design.
- Zipcar: We would potentially like to have Zipcars within the garage for use by both residents and community members.
- We plan on selling parking spaces separately to encourage alternative forms of transportation.

We anticipate undertaking required infrastructure improvements to build the proposed Condominiums and Park.

D7. Deviations from Design Guidelines

Powder House Lofts does not propose any deviations from the proposed development standards and design guidelines in Appendix E.

E. Purchase / Lease Price

E1. Offered Purchase Price

Our team is proposing partnering in the proceeds of the sale.

- A) Upfront purchase price: \$100,000 to cover City legal, due diligence and administrative costs
- B) 15% of any proceeds from the development above base costs plus fee set at closing. The idea is that these funds could be used for two initiatives:
 - Establish an escrow account to cover costs associated with park maintenance and/or
 - Fund components of the Somerville Community Corporation/the City's Affordable Housing Trust Fund of Somerville's 100 Homes Plan
- C) In addition we are providing five affordable housing units above the 12.5% City requirement in our proposal.
- D) Option piece: Our proposal is not contingent on this idea but it is something that we would like to discuss with the City. We believe the idea of a limited equity condominium for the additional affordable units could have beneficial outcomes for both the homeowner and the City. The idea would be that the City and the homeowner would split any equity received on the affordable unit when the deed restriction burned off (10 years for example) less the value of any home improvements the homeowner had made. This provides financial incentives/investment opportunities for the homeowner and also provides a future source of affordable housing funding for the City.

E2. Description of Payment

The value to the City of Somerville above the nominal \$100,000 to cover expenses is equal to approximately \$2,397,500, an estimated value for the five additional affordable housing units.

We are providing 25% affordability or 10 units. This is equal to double the required affordable units. The additional units will be restricted to people whose income is at or below 110% AMI. The average differential between the affordable sales price and the market sales price is approximately \$479,500. This would mean that the additional value provided to the City would be 5 * \$479,500 or \$2,397,500.

E3. Appraisals

No appraisal work has been done on the property.

Purchase / Lease Price City of Somerville

F. Financial Information

F1. Financial / Management Interests

The Owners and Guarantors of the project will be Affirmative Investments, Inc., NEI Construction, and Somerville Community Corporation. During construction, they will provide Eastern Bank's equity requirement and be the Guarantors. Upon completion, the residential units will be sold individually, with Somerville Community Corporation overseeing the lottery and sale of the affordable units. Affirmative Investments, Inc. will retain ownership interest of the commercial condominium and café/gallery units, with a Permanent Commercial loan from Eastern.

Peabody Properties will oversee the marketing of the units during and after construction and will be the Manager of the Powder House Lofts Condominium.

F2. Strategy for Securing Financing

Affirmative Investments, Inc. has a strong ongoing relationship with Eastern Bank, which has financed many of Affirmative's development projects. Eastern Bank is prepared to lend up to \$22 million, subject to appraisal. Please see attached letter describing Terms of construction loan. Eastern Bank is also prepared to lend against commercial leases and to lend to the commercial condominiums. Affirmative Investments, NEI Construction and Somerville Community Corporation are providing the required 20% equity, which is being used for predevelopment costs. Financial statements for all the Development entities will be available.

F3. Banking References

- Pam Feingold, Executive Vice President Eastern Bank
 Franklin Street, Boston, MA 02110 617-295-0625
 P.Feingold@easternbank.com
- Barbara Crystal, First Vice President, Commercial Lending Cambridge Savings Bank
 1374 Massachusetts Ave., Cambridge, MA 02138 617-414-4162 bcrystal@cambridgesavings.com
- 3. Shawn Larson, Vice President Community Development Banking, JP Morgan Chase 270 Park Ave., 45th floor, New York, NY 10017 212-270-2917 shawn.x.larson@chase.com

Powder House Community School Proposal

Financial Information City of Somerville

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©Eastern Bank

265 Franklin Street Boston, MA 03110-3120 March 15, 2015

David Ennis Affirmative Investments, Inc. 33 Union Street Boston, MA 02108

Re: Powder House Lofts

Dear David:

We are excited to partner with you again on the Powder House Lofts project. We have had an office in Davis Square for many years and know the community well and think that the program you have spelled out would be very well-received and deliver a product that the community needs. We like the strong affordability that you will create and can offer you trained staff and programming to assist with First Time Homebuyers.

This project reminds me very much of the Summer Street Condominium project that we worked on with Affirmative in Manchester-by-the-Sea with its combination of townhouse home-ownership condos, first time homebuyer units, a multi-family component and the retail/commercial spaces. That project certainly deserved all of the awards that it won and we were so proud to be part of that.

We have been partners on many deals since and are currently working on 4 loans with Affirmative totaling \$30.5 million for housing, two charter schools and a commercial/light industrial space. We have reviewed your proformas and are very interested in becoming a Lender and Partner on the Powder House Lofts project, subject of course to a full due diligence and underwriting, an appraisal and vote of our Board of Directors. The terms of our construction and commercial loan would be as follows:

Facility 1: Construction Loan of up to \$22,000,000

Borrower: Powder House Lofts

Guarantor(s): Affirmative Investments, Inc. and NEI Construction

Non-Recourse/Recourse: Bank will lend 80% of the Value of the As-Built Appraisal – 65% of Value will be Non-Recourse, Loan between 65-80% of Value will be Recourse to the Guarantors

Credit Facility: Up to \$22,000,000

www.easternbank.com

Libor plus 200 basis points (currently 2.21%) Interest Rate:

24 months with 2 6 month extensions Term:

Repayment: Interest only for 24 months, with interest payable monthly in arrears; principal repayment on all condominium sales; full repayment of principal at the end of the term

Prepayment: No prepayment penalty, loan may be prepaid at any time

Origination Fee: 50 points

Collateral Security: First position on all condominium assets

Representations and Warranties: To follow

Preconditions for Closing: To follow

To follow Basis for Advances:

Commercial Loan of up to \$3,500,000 Facility 2:

Borrower: Affirmative Investments, Inc.

Guarantor(s): Affirmative Investments, Inc.

FHLB Classic Advance Rate plus 200 basis points (currently Interest Rate:

4.94%)

10 years Term:

Amortization: Principal and interest payments according to a 20-year amortization schedule, paid monthly. Full principal payment due at maturity.

Prepayment: Prepayment subject to a yield maintenance requirement

Origination Fee: 50 points

Collateral Security: Assignment of lease to Tufts University

Financial Covenants: To follow

To follow Non-Financial Covenants:

Representations and Warranties: To follow

To follow Preconditions for Closing:

To follow Basis for Advances:

We look forward to working with you on this exciting project and are happy to participate in discussions with the City and the community.

Sincerely

Pamela Feingold Senior Vice President

G. Municipal Benefits / Impacts / Costs

G1. Anticipated Local Taxes

Residential

Tax rates for market residential units are based on projected sales price of \$465 per square foot for the market-rate units and defined prices for the affordable units, based on 30% of income being used for housing. Using the City of Somerville Real Estate Tax Residential Tax Rate of \$12.61 per \$1,000, the market-rate units will generate \$298,706 of Real Estate Tax for the City. The affordable units will generate \$35,618 of Real Estate Tax for the City. Together, the market-rate and affordable units, sold at anticipated prices, will create \$334,324 in new annual property taxes.

Methodology for Residential Real Estate Tax Data

30 Market Rate Units Including Parking:

Total Sq. Ft. 50,899

Price Per Sq. Ft. \$465

\$23,688,035

Somerville Real Estate Tax Rate: \$12.61 per \$1,000

 $23,688,035/1,000 \times 12.61 = 298,706$

10 Affordable Unit fixed sale prices including:

80% AMI 1 Bedroom - \$189,945 × 1 2 Bedroom - \$214,437 × 1 3 Bedroom - \$249,679 × 1

110% AMI 1 Bedroom - \$283,899 × 2

2 Bedroom - \$310,839 × 3 3 Bedroom - \$335,100 × 2

Total Value of Affordable Units - $2,824,576/1,000 \times 12.61 = 55,618$

Total Residential RE Tax: \$334.324

Commercial

The commercial space is calculated using the City Commercial Tax Rate of \$20.52 per \$1,000. Valuation of the The Office and Gallery/Café space is based on projected Net Operating Income divided by a Cap Rate of 8%. The Office space will be valued assessed at a value of \$4,426,975 and generate \$90,842 of RE taxes. The Café/Gallery space will be valued at \$241,213, and generate \$4,949 of RE taxes, for a total of \$95,792.

Methodology for Commercial Real Estate Tax Data

Somerville Commercial Tax Rate: \$20.52 per \$1,000, based on 2015 rates

Total Sq. Ft. 10,814

Lease Rate Per Sq. Ft. \$ 35 (triple net)

Gross Revenues \$378,490
Operating Expense -\$ 24,332
Net Operating Inc. \$354,158
Cap Rate 0.08

Projected Value $\$4,426,975 / 1,000 \times 20.52 = \$90,842$

Gallery/Café/Retail Space:

Somerville Commercial Tax Rate: \$20.52 per \$1,000

Total Sq. Ft. 830

Lease Rate Per Sq. Ft. \$ 25 (triple net)

Gross Revenues \$20,750
Operating Expense -\$ 1,453
Net Operating Inc. \$19,297
Cap Rate 0.08

Projected Value $$241,213 / 1,000 \times 20.52 = $4,949$

Total Commercial RE Tax \$95,792

TOTAL ANTICIPATED REAL ESTATE TAXES \$430,116

G2. Cost of Expected Municipal Services

The Powder House Lofts is expecting to have 40 units with 75 bedrooms, which means there are 35 bedrooms above one bedroom per unit. The units will be attractive to families but will also be marketed to retirees and young married couples, many with no children or with infants/toddlers. It is anticipated that 18 bedrooms (51% of the additional bedrooms) will be occupied by school age children. It is also assumed that there will be six (33%) school age children who will attend independent or Parochial school. Therefore the Powder house Lofts may add an estimated 12 children to the City of Somerville School System, increasing the education cost to the City by \$197,928, based on a cost of \$16,494 per student, which is derived from the Somerville Public School's fiscal year 2015 budget.

The Sanitation Department's budget for FY2014 was \$4,947,000. The population of Somerville is 78,804 (US Census 2013 estimate), creating a per person Department of Sanitation budget of \$62.78. Assuming one person lives in each bedroom of the Powder House Lofts, the development will create 76 new Somerville residents, adding \$4,772 of sanitation cost.

One visit by the Somerville Fire Department or Somerville Police Department per month will cost the city \$12,000 annually.

Park maintenance is anticipated to cost \$45,000 per year, based on cost to maintain similarly designed parks created by Ground Inc., the project's Landscape Architect.

Water and Sewage expenses will be paid directly to the city by individual unit owners.

Anticipated Powder House Lofts Costs to City of Somerville:

Education	\$ 197,928
Sanitation	\$ 4,772
Fire/Safety	\$ 12,000
Park Maintenance	\$ 45,000
	\$259,700

The annual net revenue to the city in excess of the costs of city services from the development is anticipated to be \$170,416, with new revenues of \$430,116 and new City expenses of \$259,700.

G3. Job Creation

Total Jobs Created: 114 Construction Jobs, 62 Permanent Jobs

Building Construction: \$19,000,000 Estimated Construction Cost –
 Methodology for job creation is 6 FTE jobs per \$1,000,000 of construction –
 new jobs created by Powder House Lofts is 6 times 19 = 114 construction jobs

This is the standard methodology that Affirmative utilizes for reporting job creation to the CDFI, a division of the US Treasury, that has awarded Affirmative \$110 million of New Markets Tax Credits for job creation and economic development. NEI's own analysis also confirmed this estimate as an appropriate figure to carry.

- Office Space: 11,000 SF of office space @ 200SF/Person = 55 Permanent office jobs
- · Building Management: 1 half time super, 1 half time property manager
- · Café/Art Gallery: 6 full-time employees

G4. Neighborhood Impacts

We anticipate that there will be minimal traffic impacts for the proposed uses and parking ratios. As detailed in our transportation demand management strategy, the project will vigorously promote alternative forms of transportation, reducing vehicle dependence for short and long trips. Based on other comparable multi-family projects, we estimate the residential use to generate 10-20 vehicle trips per hour at peak hours and less at other times. Once the full program for the project has been finalized, a formal traffic analysis would be conducted to forecast the detailed impacts, if any, and to determine if any mitigating design measures are required. Currently, we do not expect our current proposal to have any significant traffic or safety impacts, but we are committed to working with the City and the neighbors to minimize any problems through design and/or management.

With regard to environmental impacts, the reuse of the existing building will help minimize any negative effects both during and after construction. While selective demolition is required, preserving the existing structure will greatly reduce the noise and dust impacts caused by demolition. Further, the potential for dirty storm water runoff during construction will be minimized as little subsurface

excavation is required. The majority of new construction will be taking place inside the existing structure, which will reduce noise for the neighbors. Above all, a shortened construction schedule will improve the experience for the abutters.

Post occupancy, we do not anticipate any extraordinary sound or odor impacts from the project. With the development of the park and the new occupancy of the building on a round-the-clock basis, we expect greater safety for the neighborhood as there will be more "eyes on the street" and a greater attention to lighting and management of the areas surrounding the building. Improved plantings and building management will ensure a safer and more attractive public realm.

Because the proposed penthouse is set back considerably from the edge of the roof, shadow impacts on areas surrounding the building have been nearly eliminated. For 10 months of the year, there are no net new shadow impacts at any time after 9AM, except for negligible traces on Broadway in the late afternoon. For the darkest months of December and January, there are no net new shadows after 10AM, with those shadows prior to that time representing an increase of no more than 2-4%.

G5. Other Benefits/ Impacts/Costs

The project aims to contribute to the City of Somerville's reputation as an exceptional place to live, work, play and raise a family. We expect the community process following the selection of a preferred developer to play a critical role in helping imagine additional benefits that the project could provide to the neighborhood.

In addition to the increase in affordable housing, larger tax base, profit sharing, a landscaped park and other benefits detailed previously, the Powder House Lofts Development will contribute:

- · Upgrades to the pedestrian walkway along Broadway
- · A new public art gallery
- · A new small neighborhood café
- Increased LED lighting along Broadway and throughout the park making the Powder House and surrounding areas safer for neighborhood residents
- · ADA/Access upgrades to the park and pedestrian walkway

Impacts

We do not anticipate any impacts to the neighborhood beyond those described in section $G.\ 4$

Costs

We do not anticipated costs to the city other than those described in section G.2

G6. Infrastructure Improvements

In addition to the improvements by creating the public park, the project would provide:

- · Improvements to sidewalk edges
- Reduced storm water runoff into the municipal system
- Improved bus stop(s)
- · Improved handicapped accessibility
- Improved lighting

G7. Open Space Ownership/Maintenance

Powder House Lofts plans to work with the City and community to conceptualize, design and build out the park, as a project expense, and to subdivide the property to leave the park in City ownership and create a separate deed for the condominium. Contractor warranties will cover the park and landscape work for one year after construction.

Based on the current design of the park and open space and an analysis of costs developed by Shauna Gillies-Smith of Ground, Inc. the ongoing costs of maintaining the park will be approximately \$45,000 per year. We have built this cost into our response in G2 about costs of the project to the City. However, we do have a plan to share 15% of profits for two goals – to create an endowment to assist the City in maintaining and activating the park, and to create resources for the Somerville Community Corporation/City Hundred Affordable Homes program.

H. Exclusive Negotiating& Land DispositionAgreements

H1. ENA/LDA

Powder House Lofts is willing to execute an ENA in substantially the form included herin as Appendix F (which expressly provides, among other things that the final land disposition agreement (LDA) will be subject to the approval of the Board of Aldermen).

Powder House Lofts proposes no modifications to the ENA or LDA.

I. Financial Deposit

I1. Financial Deposit/Statements RegardingFunds

A \$20,000 check is included with this proposal as a Good Faith Deposit.

- 1. Powder House Lofts states that they are willing and able to make a deposit of 20% of the purchase price if selected as the Preferred Developer upon signing the Land Disposition Agreement.
- 2. Powder House Lofts states the City of Somerville is allowed to use their financial deposit funds to conduct its due diligence as needed.

Financial Deposit City of Somerville

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J. Certification of Good Faith

APPENDIX H

CERTIFICATION OF GOOD FAITH Pursuant to G.L. c. 30B, §10

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person.

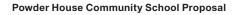
As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

(Name of person signing bid or proposal)

Affirmative Investments, Inc. (Name of Business)

(Signature)

Certification of Good Faith City of Somerville 7



K. Disclosure Statement

APPENDIX I

DISCLOSURE STATEMENT Acquisition/Disposition of Real Property

The undersigned does hereby file the following statement with the Commonwealth of Massachusetts Division of Capital Asset Management and Maintenance (DCAMM) for the purpose of disclosure pursuant to section 40J of Chapter 7 of the General Laws of Massachusetts:

REAL PROPERTY: The Former Powder House Community School

1060 Broadway Somerville, MA 02144

SELLER (X) LESSOR (): The City of Somerville, MA

BUYER (x) LESSEE (): Powder House Lofts

TERMS: Purchase Price: \$100,000

Closing Date: TBD

Other:

Listed below are the true names and addresses of all persons who have or will have a direct or indirect beneficial interest in the Property. There is no person with a direct or indirect beneficial beneficial interest in the property who is either an official elected to public office in the City of Somerville or an employee of the City of Somerville.

David Ennis	of	Affirmative Investments	
Daniel LeBlanc	of	Somerville Community Corporation	
Joseph Rettman	of	NEI General Contractring	

Name: David Engis

By: Wavid Frais

Title: President

Powder House Community School Proposal

Disclosure Statement City of Somerville

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Appendix B - Resumes

DAVID M. ENNIS, PRESIDENT AFFIRMATIVE INVESTMENTS, INC.



EXPERIENCE:

2001-Present

President, Affirmative Investments, Inc., Boston, MA

Since 2001, has led Affirmative's growth in direct real estate development, in partnerships with municipalities and non-profit agencies, its expansion in New England, Pennsylvania and Nevada, and its role as New Markets Tax Credit Community Development Entity. Affirmative has been involved in the financing and development of over \$1.9 billion in private and public financing, which includes over 5,600 housing units and 2,000,000 square feet of commercial space.

Relevant Experience

Summer Street Condominiums, Manchester-by-the-Sea, MA – Led Affirmative's team in building community consensus for a downtown 2-acre development of 39 units of housing and 3 retail condos, including affordable home-ownership that won a Sierra Club award as one of the best Transit-Oriented Developments in the country

704 Main Condominium, Falmouth, MA - 58 units of low-income and moderate-income rental housing in 2 condominiums with 10,000 s square feet of commercial space on Falmouth's Main Street

1989-2001 Vice-**President**, Affirmative Investments, Inc., Boston, MA

Helped transition Affirmative Investments from a small investment banking firm investing in non-profit projects to a financing and development consultant to non-profit agencies. During the 1990's, led the effort to expand the range of services that Affirmative Investments provided its clients – with a focus on real estate, development and financing services for social service agencies

services for social service agencies

1986-1989 **President,** Interactive Investments, Inc., Boston, MA

Registered Investment Advisor providing investment advice to social investors interested in channeling capital to targeted investments and direct investments

EDUCATION:

1987 Chartered Financial Analyst

Institute of Chartered Financial Analysts

1983 Certificate in Business Administration

New York University Graduate School of Business

1979 Ph.D. in Social Theory, **Boston University**, Boston, MA

1972 B.A. in History, **Brandeis University**, Waltham, MA

BOARDS: Roxbury YouthWorks, Newton Community Development Foundation

AFFILIATIONS: CHAPA, New Markets Tax Credit Coalition

TARA M, MIZRAHI, VICE PRESIDENT AFFIRMATIVE INVESTMENTS, INC



EXPERIENCE: 2006- Present

Vice President, Affirmative Investments, Inc., Boston, MA.

Affirmative Investments is a real estate development and consulting fitm that specializes in affordable housing development and economic development. Ms. Mizrahi is responsible for managing a \$200+ million portfolio of affordable housing developments and community-revitalization projects, including those financed with Low Income Housing Tax Credits and New Market Tax Credits (NMTC). In this role she is responsible for all aspects of the development process, from feasibility and financial analysis to project management and syndication.

Relevant Experience

Schoolhouse Green, Falmouth, MA- Led the development of a mixed-use apartments and commercial complex with a public linear park along Route 28. Included new construction and rehabilitation and also needed to provide a pedestrian path through our site in addition to the linear park to connect abutters to the adjacent supermarket complex.

United Teen Equality Center, Lowell, MA- Led the adaptive reuse and new construction project transforming an 1835 Methodist church into an active teen center and café. This building is now the oldest building in the country to have achieved LEED Platinum status.

2000-2006 **Project Manager**, Affirmative Investments, Inc., Boston, MA

Ms. Mizrahi lead residential development projects through the Northeast focusing in Massachusetts and Pennsylvania. Tasks included all aspects of the development process including financial structuring and syndication.

1998-2000 Assistant Project Manager, Corcoran Jennison Companies, Boston, MA.

Ms. Mizrahi's responsibilities included researching potential property acquisitions, including issues of site control. Zoning, permitting and marketability; performing preliminary financial feasibility analyses, preparing development proposals and annual compliance reports and developing and facilitating several RFP processes.

EDUCATION:

2000 Masters of Urban and Environmental Policy and Planning

National Congress for Community Economic Development Fellow

Tufts University

1995 Bachelor of Arts in Psychology; Minor: Faith, Peace and Justice

Boston College



DANIEL LEBLANC 92 Glen Street Somerville, MA 02145 Home Phone (617) 625-4665

WORK EXPERIENCE

Jan 2001 SOMERVILLE COMMUNITY CORPORATION, Somerville, MA

To Present Chief Executive Officer. Community Development Corporation with strong focus on

affordable housing. Oversee 15 staff in four program areas. \$1.3 Million operating budget, plus 86 units of rental housing and multi-million dollar housing development

projects.

2004 to CAMBRIDGE COLLEGE, Cambridge, MA

Present Instructor. Management Studies

May MERRIMACK VALLEY PROJECT, Lawrence, MA

1997 to Staff Director/Lead Organizer. Responsible for oversight of all aspects of regional organization comprised of 45 member churches, labor unions and civic

groups. Conduct community campaigns on issues and organize new democratic forms of ownership for businesses and housing. Supervise staff of two organizers

and one office manager. Oversee fundraising for \$200,000+ budget.

1996 to INDEPENDENT CONSULTANT, Somerville, MA
April 1997 Organizational Development & Public Policy. Contra

Organizational Development & Public Policy. Contracts include work in

strategic planning, community organizing, financial and programmatic reporting,

and public policy research and report-writing.

1991 to NORTH SHORE COMMUNITY ACTION PROGRAMS, Peabody, MA
1995 Executive Director. Responsible for all aspects of \$4 Million anti-poverty

Executive Director. Responsible for all aspects of \$4 Million anti-poverty agency, with a staff of 100 full and part-time. Authorized to enter all business and government contracts for the agency. Program areas include home care for the elderly, energy programs, homelessness services, advocacy and community organizing, child care, and job training. Directly supervised 6 program directors and fiscal office director. Staff to board of directors made up of public sector,

private sector, and low income representatives.

1988 to EXECUTIVE OFFICE OF COMMUNITIES & DEVELOPMENT, Boston, MA

1991 Organizational Development Specialist, Community Enterprise Economic

Development (CEED) program. Responsible for development and implementation of training program for 30+ Community Development Corporations funded through

base, building boards of directors, strategic planning, fundraising and financial. Training areas included development of membership and community management. Training programs included

both group conferences and workshops, as well as sessions for individual CDCs.

1986 to MASS. FAIR SHARE, Boston. MA

Deputy Director. Responsible for oversight of all financial, administrative, and fundraising operations. Operations included 3-person Finance Office, 3 Door-to-Door Canvass offices with total staff size ranging from 20-80, one telemarketing office with

25 staff.

1985 to MASS. FAIR SHARE, Boston, MA

1986 Statewide Organizing Director. Responsible for training and supervising community organizers in 7 cities and regions throughout Massachusetts. Training and supervision areas included issue campaign strategy, leadership development, community power analysis and fundraising. Administration and bookkeeping for \$200,000+ budget. Part

of a management team overseeing statewide \$2 Million organization.

1982 to MASS. FAIR SHARE, Boston, MA

1985 Lynn Regional Director. Staffed and trained local leadership council and issue committees on issue campaigns and grassroots fundraising. campaigns included toxic hazards, water and sewer rates, and property tax classification. additional

responsibilities included staff training and supervision in Lynn and in other cities.

1980 to SOMERVILLE UNITED NEIGHBORHOODS, Somerville, MA

1982 Staff Director. Trained and supervised 3-7 staff, including organizers, a researcher, and office manager. Responsible for all aspects of citywide organization, including fundraising, administration and working with the board of directors. Issues included condominium control, rent

control, court restitution, electric rates reform, and an anti-Propositions 2 1/2 campaign.

1978 to SOMERVILLE UNITED NEIGHBORHOODS, Somerville, MA

1980 Community Organizer. Organized block clubs and neighborhood associations in 3 neighborhoods, with populations of 10,000 to 15,000 per neighborhood, on issues such as traffic safety, vandalism, housing codes, and CDBG funding. Staffed city-wide committees on

crime and fundraising, and for planning city-wide annual conventions

EDUCATION

University of Massachusetts, Amherst, MA B.A. Political Science, September 1990

University of Massachusetts, Boston, MA

M.S. Public Affairs, May 1992

PERSONAL

Born: October 19, 1954 New Bedford, MA

Health: Excellent

Marital Status: Married, three children

REFERENCES

Furnished upon request



Scott Hayman

13 Neptune Road, Worcester Massachusetts 508-635-7109 scottmhayman@gmail.com

2013 to Present: Director of Real Estate, Somerville Community Corp

- Build and maintain a pipeline of affordable housing and mixed-use projects, including project identification, site assessment and feasibility analysis, and collaborating with the City's Office of Strategic Planning and Community Development and other organizations.
- Supervise SCC's project managers in all project management activities for projects underway, including construction bidding and contractor selection, construction management and project financial management.
- Work with project managers on the completion of property acquisitions and unit sales or lease up upon project completion.
- Obtain financing from a variety of sources, both public and private.
- Oversee the asset management of all the units in SCC's portfolio, including supervising the work of property management company that manages SCC's properties.
- Represent the organization in public meetings and coalitions related to SCC's real estate development activities.

2010 to 2013: Independent Consultant, Affordable Housing Development

- Neighborhood Stabilization Program Consultant to the Massachusetts Housing Investment Corporation's Neighborhood Stabilization Loan Program. 550 distressed units purchased and rehabilitated in 10 cities throughout the Commonwealth with combined NSLF loan facility and HUD NSP subsidies. Developed program policies and procedures, recruited non-profit and for profit developers, planned target areas with municipal and community leaders, project managed 36 projects in six cities, from due diligence to completion over 2.5 years.
- Assisted Chelsea Neighborhood Developers, the Main South CDC and private developers in successful NSP, CEDA pre-development and LIHTC applications to Commonwealth and to MHIC. Provided guidance on compliance ranging from Tenant Protection Act, URA, assembly of sources of funds and timing.

2000 to 2009: Director of Housing, City Manager's Executive Office, Division of Neighborhoods and Housing

- Administered HUD CDBG, HOME, ESG and HOPWA formula grant allocations to the City of Worcester, resulting in more than 600 units in nine years and leveraging additional debt and equity financing such as LIHTC, historic tax credits and conventional, permanent financing.
- Developed and implemented Neighborhood Plans and City Housing Policies.
- Developed and implemented Buy Worcester Now Program with local financial institutions, local employers, colleges and universities, retailers, Mass Housing Partnership and MassHousing.
- Developed and implemented the S.A.V.E. our neighborhoods plan and strategies.
- Developed and implemented Housing Receivership program with MHP. .
- Increased HOME assisted housing production from 15 units to 75 units annually over 9 years.
- Administered Abandoned Building board up and demolition program.

Scott Hayman 13 Neptune Road, Worcester Massachusetts 508-635-7109

- Facilitated sale of more than 100 tax title properties to private and non-profit organizations for redevelopment as affordable housing, off-street parking, recreation space and community gardens in context of neighborhood plans and initiatives.
- Developed and successfully advocated for passage of Urban Center Housing Tax Increment Financing legislation.

1998-2000: Commonwealth of Massachusetts Executive Office of Health and Human Services-HUD Technical Assistance Provider-Supportive Housing

- HUD funded Supportive Housing Technical Assistance Provider to regional and local Continuum
 of Care Groups throughout Massachusetts. Convened and organized the Commonwealth's
 Interagency Task Force on Homelessness. Planned, drafted and assembled Commonwealth's
 annual competitive application to HUD for McKinney-Vento Grants. Administered \$50 million in
 statewide HUD ESG and McKinney-Vento sub-grantee housing and service providers.
- Researched and co-authored major policy report on statewide homeless policy solutions while on loan to the Commonwealth's Executive Office of Administration and Finance.

1991-1998: Central Massachusetts Housing Alliance, Executive Director

• Applied leadership, management and community relations skills to ensure successful merger of Housing Information Center and the Worcester Committee on Homelessness and Housing, which formed the Central Massachusetts Housing Alliance, a multi-service housing and homeless service provider and homeless planning and advocacy organization. Increased CMHA annual budget from \$325,000 to 1 Million annually. Development of Donations Clearinghouse - Rotmans Furniture Exchange program; Implementation of the Interfaith Hospitality Network of Worcester. Informed and advocated for statewide and regional housing and homeless policy improvements. Established Tenant Association at Lincoln Village and helped organize Low Income Housing Preservation Act refinance with tenant association.

EDUCATION:

80

University of Redlands, Redlands, CA. English and Psychology.

AWARD AND RECOGNITION

Honorable Mention - NeighborWorks of America National Government Service Award -2006

http://www.fhlbboston.com/communitydevelopment/profiles/oddfellows/city.jsp

http://cedac.org/pdf/AnnualReport2007.pdf

http://archives.lib.state.ma.us/bitstream/handle/2452/38142/ocm31744910-2005.pdf?sequence=1

http://incitytimesworcester.org/2009/07/28/the-pip-shelter-and-what-it-means-to-worcester/

http://www.mhp.net/homeownership/news.php?page function=detail&mhp news id=226

 $\underline{http://www.mma.org/economic-a-community-development/3526-worcester-moved-quickly-to-confront-foreclosure-crisis}$

http://www.mhp.net/homeownership/news.php?page_function=detail&mhp_news_id=230



Josef F. Rettman

Managing Principal

EDUCATION:

Syracuse University Syracuse, NY BA Political Science

CERTIFICATIONS:

OSHA 10 Hour Training Course

PROFESSIONAL EXPERIENCE:

NEI General Contracting *Randolph, MA* 2003 – *Present*

Rettman Properties

Canton, MA 2001-2003

Keith Construction

Stoughton, MA 1995-2001





PROJECT EXPERIENCE:

Lawrence Mills Renovation

Adaptive reuse and historic preservation of 220,000 SF of abandoned mill building into 153 residential units. Complete installation of new infrastructure, mechanical systems and structural repair/upgrades. The existing chimney was repaired and the exterior masonry facade repaired and restored.

Lawrence, MA \$24 Million

Arlington 360

Redevelopment of the former Symmes Hospital site. New construction of 200 townhomes and apartment units. Arlington, MA \$41 Million

Spencer Green

New construction of three wood framed apartment buildings, consisting of 40 units with masonry and clapboard facades including balconies.

Cambridge, MA \$9.6 Million

Putnam Green

New construction of a 40 unit affordable rental housing development consisting of two wood-frame buildings. Cambridge, MA \$9.9 Million

Atlas Lofts

Conversion of a 1918 warehouse building into 53 loft style apartments. Apartments feature oversized windows, exposed wood structure, concrete floors and contemporary finishes.

Chelsea, MA \$7.0 Million

Webster Block

\$25 Million

New construction of 120 rental units with retail space and parking. Chelsea, MA \$13.9 Million

City View Commons I & II

Rehabilitation of 296 apartment units occupied by tenants in thirteen existing buildings.

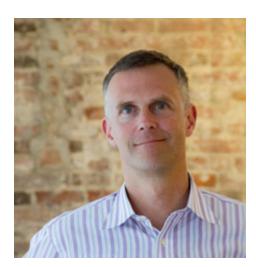
Springfield, MA

Matthew Littell LEED AP Principal

Matthew Littell joined Utile as a principal shortly after the firm's founding. Through his work in the firm's architecture, planning, and early phase development projects, Matthew has gained an expertise in local and statewide building and zoning codes and the regulatory process. He has completed Spencer Green, a 48-unit affordable, sustainable rental project for The Neighborhood Developers, as well as Hyde-Blakemore, a 13-unit affordable home-ownership development for Urban Edge, one of Boston's largest community development corporations. Both projects feature numerous sustainable design elements, including photovoltaics, creative stormwater retention strategies, and special attention to the use of recycled materials. Currently he is serving as Principal-in-Charge for the Commons at Forest Hills, a 283-unit transit-oriented development in Jamaica Plain.

Matthew has also directed many of the firm's early phase planning and urban design projects, including the creation of permanent zoning for the Stuart Street corridor in Boston's Back Bay and the design guidelines for the Rose Kennedy Greenway District. Both efforts were commissioned by the Boston Redevelopment Authority. Matthew is currently directing the firm's work on the Downtown Boston Municipal Harbor Plan.

Matthew earned his M.Arch from Harvard's Graduate School of Design in 1997, where he received the Boston Society of Architects's James Templeton Kelly award for the best final design project, as well as the Clifford Wong prize for outstanding design in housing. Matthew holds his B.A. degree from Columbia College, graduating in 1989. He is a LEED Accredited Professional.



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Education

Harvard University Graduate School, Master of Architecture, 1997

Columbia College, Bachelor of Arts in Religion, 1989

Affiliations

Northeastern University Department of Architecture, Lecturer in Computer Aided Design, Graduate Thesis Studio

Selected Projects

The Commons at Forest Hills Station, Jamaica Plain, MA—283 units of rental housing for The Brennan Group and John M. Corcoran Company

Parcel 24 South, Boston, MA—51 units of affordable housing for Asian CDC

Spencer Green, Chelsea, MA—48 units of affordable housing for Chelsea Neighborhood Developers

Revere Senior Housing, Revere, MA—45 units of affordable housing for The Neighborhood Developers

Hyde-Blakemore, Roslindale, MA—13 units of affordable housing for Urban Edge

E. Boston Scattered Sites, E. Boston, MA—7 units of affordable housing for East Boston Community Development Corporation

Manton Heights Choice Neighborhoods Application, Providence, RI—for The American City Coalition (TACC)

Lyman Terrace Redevelopment Studies, Holyoke, MA—for MassDevelopment

Lower Roxbury Housing Analysis, Roxbury, MA—for The American City Coalition (TACC)

Education

Arizona State University, Master of Architecture, 1997

University of Massachusetts, Bachelor of Fine Arts, Architectural Studies, 1991

Affiliations

American Institute of Architects

Northeastern University, Department of Architecture, Lecturer, Adjunct faculty, 2001-present

Arizona State University, Department of Architecture, Adjunct faculty, 1997-1998

Selected Projects

600 Harrison Avenue—160 apartments and retail for New Atlantic Development

22-26 West Broadway, South Boston, MA—31 units of rental housing and retail for Evergreen Property Group

Dudley Branch Library, Boston, MA—entrance design centered around new signage marquee

Residences at 557–559 East Second Street, South Boston, MA—eight single-family row houses; adaptive reuse of light industrial building into commercial condominiums

375 Broadway, Chelsea, MA—residential conversion

Virginia Commonwealth University School of Art and Design, Qatar Foundation

Mattahunt Elementary School Façade Upgrades | Complete façade removal, redesign and replacement

Hassayampa Academic Village, Arizona State University | 625,000SF New Construction Academic Village

38 Oxford Street Physics Labs and Data Center | Harvard University 40,000SF adaptive re-use

345 Harvard Street Façade Renovations | Renovation of 27,000SF 1960s Housing Project

Tufts University UPC Connector Building | 25,000SF New Construction & 4,000SF renovation Academic Building

Provincetown Art Museum, Provincetown, MA | Renovation and additions

Honan-Allston Branch of the Boston Public Library | New Construction of a 20,000SF Branch Library

Michael LeBlanc AIA Principal

In 2005, Michael joined Utile as a principal where he has been in charge of numerous residential, institutional, and renovation projects such as the Residences at 557–559 East Second Street in South Boston; the Webster Block in Chelsea; the residential conversion at 375 Broadway in Chelsea; and the renovation of the façade for the Mattahunt Elementary School in the Mattapan neighborhood of Boston.

Prior to joining Utile, Michael worked at Machado & Silvetti Associates, rising to the position of Associate in 2002. While at Machado & Silvetti, he worked as a senior designer and project director on projects such as the Arizonia State University Hassayampa Academic Village; the Honan-Allston Branch of the Boston Public Library, which won a 2003 AIA National Design Award; the Getty Villa, Research Center, and Scholars' Library; and the Provincetown Art Association Museum, which was the first LEED-certified art museum in the United States.

In addition to his professional practice, Michael has taught design studios as a Faculty Associate at Arizona State University and is currently a member of the adjunct faculty at Northeastern University's Department of Architecture.



utile



Shauna Gillies-Smith ASLA, LEED AP Pincipal

Harvard University Graduate School of Design

Master of Urban Design

University of British Columbia, Vancouver

B.C.; Bachelor of Architecture

Queen's University Bachelor of Arts in Economics

American Society of Landscape Architects

LEED AP

Licensure: MA, NH, CT

Architecture Boston Magazine Contributing Editor, 2007-2013

DIGMA Advisory Board

Urban Design Committee Co-Chair, 2011-2013

Selected Teaching Experiences: Harvard Graduate School of Design, 2015/2009

Rhode Island School of Design, 2011/2010/2000



Select Projects

LandWave, Neck Art Peters Park; Boston, MA

Powder House School site Tuft University Somerville, MA

Massachusetts College of Art Residence Hall MSCBA, Boston, MA

Field of Stories, Coleman Park City of West Palm Beach, Florida

Blue Print, 20th Area Police Station Los Angeles, California

Reading Public Library Reading, MA

UMass Lowell Leitch & Bourgeois Residences UMass Lowell, MA

Tufts Univesity 574 Boston Avenue Medford, MA

Massachusetts College of Art Center for Design and Media, DCAM, Boston, MA

Waterside Place Mixed Use Development Boston, MA

Mesa Arts Center (with MSI) Mesa, AZ UMass Lowell University Crossing Campus Center Lowell, MA

Smith College Cutter + Ziskind Residences Northampton, MA

Worcester Polytechnic Institute Grove Street Residences Worcester, MA

Salem State University Mainstage Theatre Salem, MA

Tufts Univesity Diversity Stair Somerville, MA

Massachusetts College of Art Gallery Renovation Study MSCBA, Boston, MA

Newton Fire Station 3 and Headquarters Newton, MA

Dallin Elementary School Science Garden Arlington, MA

Center and Main Development Brockton MA

June Callwood Park Toronto, Canada

Select Awards

2014	MassArt Residence Hall – BSLA Award of Merit
2014	MassArt Residence Hall - Harleston Parker Medal Finalist
2013	Peter Bulkeley Terrace – AIA NE Award
2012	Tapestry Garden – BSLA Award of Merit
2012	Parc Nouvelle – BSLA Award of Merit
2012	LandWave – BSLA Award of Merit
2011	BluePrint – BSLA Award of Merit
2010	June Callwood Park – BSLA Award of Merit
2009	Coleman Park – BSLA Award of Merit
2007	ASLA Honor Award: Mesa Arts Center – Lead Designer for MSI
2006	ULI Award for Excellence – Lead Designer for MSI

Exchange Square International Competition - Lead Designer for MSI

2002/1 Canadian National Cyclo-Cross Champion - Elite Women



and Building Enclosures

Susan L. Knack-Brown, P.E.

Principal 781-907-9262 slknack@sgh.com



Registrations

Professional Engineer
Connecticut
Maine
Maryland
Massachusetts
Pennsylvania
New York
Rhode Island
Vermont
Virginia

Other NCEES

Education

Cornell University, Ithaca, NY
B.S. in Civil Engineering (cum laude),
1998

Ms. Knack-Brown joined Simpson Gumpertz & Heger Inc. (SGH) in 1998. Her work includes a range of building enclosure investigations and designs involving both contemporary structures, such as the Fisher Center for Performing Arts, and landmarks, such as Boston's Quincy Market. Ms. Knack-Brown specializes in large-scale preservation projects where she applies emerging technologies to the restoration of landmark buildings. Some of Susan's signature projects include the multi-phase, multi-year roof rehabilitation and skylight restoration on the New York State Capitol and the roof replacement on the Massachusetts State House. Susan is industrial rope access trained.

Experience

• Simpson Gumpertz & Heger Inc., Waltham, MA, from 1998 to present.

Representative Assignments

Unless otherwise specified, all projects listed below are with SGH.

Investigation and Design of Historic Buildings

Public Structures

- Connecticut State Capitol (c. 1878), Hartford, CT. (Non-destructive evaluation of spire on dome to determine feasibility of reinstalling "The Genius.")
- Executive Mansion, Albany, NY. (Design of repairs to exercise room and front steps into mansion.)
- John Adams Courthouse (c.1894), Boston, MA. (Facade evaluation and leakage investigation, including assessment of slate roofs, masonry facade, and wood windows.)
- Lincoln Public Library (c. 1883), Lincoln, MA. (Investigation of leakage into library, follow-up design, construction supervision of masonry repairs, and modified bitumen roof, and slate roof replacements.)
- Massachusetts State House, Boston, MA. (Design of roof reconstruction for historic landmark and construction supervision, including copper, slate, and low-slope membrane roofs.)
- Middlesex County Courthouses, Cambridge, MA. (Evaluation of masonry facades and leakage investigation.)
- Milwaukee City Hall (c. 1895), Milwaukee, WI. (Design of roof and facade reconstruction for historic landmark.)
- New York State Capitol, Albany, NY. (Design and construction supervision of roof reconstruction for historic landmark with multiple roofing systems, including terra-cotta, slate, copper, and membrane roofing, facade repairs, and feasibility study for restoration of two historic staircases, including skylight and laylights.)
- New York State Education Building (c. 1912), Albany, NY. (Investigation of existing terra-cotta and brick facade damage.)
- Quincy Market (c. 1824), Boston, MA. (Design and construction supervision on copper dome replacement and masonry repairs on landmark marketplace.)
- The Hartford Times Building, Hartford, CT. (Evaluation of facade and roofs.)

Educational Structures

 Bailey Hall, Cornell University (c. 1878), Ithaca, NY. (Evaluation of repairs to historic plaster ceiling.)

SIMPSON GUMPERTZ & HEGER

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Susan L. Knack-Brown, P.E. Page 2

- Beach and Wood Hall, University of Connecticut (c. 1929 and 1938), Storrs, CT.
 (Evaluation of masonry facades and roofs, and design of masonry and roof repairs.)
- Pontifical College Josephinum, Columbus, OH. (Evaluation of masonry towers and displaced turrets.)
- Building 19, Springfield Technical Community College (c. 1846-1850), Springfield, MA. (Evaluation of masonry facade, and peer review of masonry repairs, and existing slate roof material testing.)
- State University of New York (SUNY) Plaza Building (c. 1914), Albany, NY. (Design of cast stone, granite, and terra-cotta facade repairs.)
- SUNY System Administration Building (c. 1883), Albany, NY. (Investigation of slate and low-slope roofing, cast-iron ornamentation and design, and construction supervision of repairs, including restoration of cast-iron ornamentation on slate roofs.)
- Warren Hall, Cornell University (c. 1932), Ithaca, NY. (Investigation of brick and limestone facade, design for window replacement, and modeling of effects of insulating exterior walls to improve energy performance.)

Religious Structures

- All Saints Parish (c. 1899), Brookline, MA. (Evaluation of masonry facades and roofs, and investigation of leakage.)
- The Mother Church and Extension (c. 1894 and 1906), The First Church of Christ, Scientist, Boston, MA. (Evaluation of existing masonry walls and terra-cotta, slate, metal and membrane roofs, design of interim repairs, and strategic planning for building-envelope restoration.)

Museums

 The Wadsworth Atheneum, Hartford, CT. (Design of remedial repairs for various roof systems, roof replacement on two buildings, temporary stabilization, condition assessment of facades and roofs, and below-grade waterproofing.)

Other Structures

- 29 Commonwealth Avenue, Boston, MA. (Facade and roof investigation, including evaluation of brownstone cladding.)
- Artist Building, Boston, MA. (Wall and window leakage investigation, follow-up design, and construction supervision of facade and roof repairs for historic factory building now containing condominiums.)
- Boarman Arts Center, Martinsburg, WVA. (Evaluation of existing masonry walls, windows, and slate roofs.)
- Caring Health Center, Springfield, MA. (Evaluation of masonry facades and peer review of masonry repair design for conversion of complex to health center.)
- Latchis Building, Brattleboro, VT. (Condition assessment of cast-stone facade.)
- Novartis Facility Necco Building, (c. 1927), Cambridge, MA. (Evaluation of brick and concrete facades and windows, leakage investigation, and repair designs.)
- St. James Building, Boston, MA. (Condition assessment of masonry facade.)
- Symphony Hall (c. 1900), Boston, MA. (Survey of facades and design of facade repairs.)
- The Cantabrigia Building, Cambridge, MA. (Investigation of masonry facade damage at a six-story apartment building.)
- The Ritz-Carlton (c.1927), Boston, MA. (Facade leakage investigation on a seventeen-story hotel, and follow-up design of masonry facade replacement and repair.)
- The Vermont Building (c.1904), Boston, MA. (Investigation of wall and window leakage at six-story apartment building.)
- Waltham Business Center, Waltham, MA. (Design of masonry facade, low-slope and slate roof repairs to historic mill complex, and testing of window repairs.)
- Weeks Footbridge (c. 1927), Cambridge and Boston, MA. (Evaluation of limestone balustrade and design of subsequent repairs.)

Investigation and Design of Contemporary Buildings

Public Structures

- Job Corp Site, North Grafton, MA. (Condition assessment of masonry building.)
- Brattleboro Recreation Center, Brattleboro, VT. (Condition assessment of cast-stone elements.)
- Cambridge Rindge and Latin School, Cambridge, MA. (Design of limestone and concrete facade repairs.)
- Hurley Building, Boston, MA. (Design of low-slope roof replacement, and skylight replacement.)
- Lowell Regional Transportation Authority 100 Hale Street Facility, Lowell, MA. (Evaluation of roof and structure for incorporation of photovoltaic panels.)
- MBTA State Street Station, Boston, MA. (Evaluation of plaza leakage that was causing damage into the adjacent historic Old South Meeting House.)
- McCormack Building, Boston, MA. (Evaluation of 1970s precast concrete and curtain wall facade.)
- Ten Eyck Building, Albany, NY. (Investigation of building-envelope leakage on sixteen-story office building.)
- Zerega Avenue Facility, NYC Transit Authority, Brooklyn, NY. (Investigation of leakage through metal-panel roof system.)

Educational Structures

- Fisher Center for the Performing Arts, Bard College, Annandale-on-Hudson, NY. (Leakage investigation of EPDM roof and metal-panel cladding.)
- New Upper/Middle School, Germantown Academy, Fort Washington, PA. (Building enclosure and construction monitoring on new construction of 144,000 sq ft classroom building for private K-12 school.)
- Given Building, University of Vermont, Burlington, VT. (Consulting on interior partitions to improve thermal performance and air leakage of building.)
- Harrington Learning Center, Quinsigamond Community College, Worcester, MA. (Leakage investigation.)
- Harvard Graduate School of Design, Cambridge, MA. (Investigation of leakage at terraces and windows.)
- Lamont Library, Harvard University, Boston, MA. (Spalling limestone investigation.)
- New York Medical College, Valhalla, NY. (Design of modified bitumen roof.)
- Summit Towers, Trinity College, Hartford, CT. (Spalling limestone investigation.)
- The Cage, Amherst College, Amherst, MA. (Design of masonry repairs and metal roofing on entrance canopy.)
- Veterinary Research Tower, Cornell University, Ithaca, NY. (Condition assessment
 of brick and curtain wall facade, modeling of effects of insulating exterior walls to
 improve energy performance, and modeling of replacement curtain wall.)

Religious Structures

- First United Methodist Church, Delmar, NY. (Building leakage investigation and design of masonry and roof repairs.)
- St. Ignatius of Loyola Church, Boston, MA. (Building leakage investigation and masonry deterioration.)
- The First Church of Christ, Scientist, 175 Huntington, 101 Belvidere, and Sunday School Buildings, Boston, MA. (Investigation into concrete deterioration and building-envelope issues.)
- The First Church of Christ, Scientist, Reflecting Pool, Boston, MA. (Evaluation of waterproofing system.)
- The First Church of Christ, Scientist, Water Wall, Boston, MA. (Evaluation of leakage and deterioration of water wall and pool.)



and Building Enclosures

Paul E. Kassabian, P.E.

Senior Project Manager 781-907-9258 pekassabian@sgh.com



Registrations Professional Engineer

California Idaho Louisiana Maine Massachusetts Minnesota North Carolina New York Oregon South Carolina West Virginia Alberta (Canada)

Chartered Engineer

Chartered Civil Engineer, UK Chartered Structural Engineer, UK

Other

NCEES Record LEED 2.2 Accredited Professional

Education

Massachusetts Institute of Technology, Cambridge, MA S.M. in Civil and Structural Engineering, 2003

University of Cambridge, UK M.A. in Civil and Structural Engineering, 1997 M.Eng. in Civil and Structural Engineering, 1997 Mr. Kassabian joined Simpson Gumpertz & Heger Inc. (SGH) in 2003. He is experienced in structural design and investigation on a wide range of structural systems such as buildings, bridges, and special structures. Before working at SGH, Mr. Kassabian worked in the UK on a range of award-winning footbridge structures. Mr. Kassabian is also a graduate-level lecturer in both the Architecture and Civil Engineering Department at the Massachusetts Institute of Technology, has been the structures lecturer at the Harvard Graduate School of Design, and served as juror and critic at numerous universities.

Experience

- Simpson Gumpertz & Heger Inc., Waltham, MA, from 2003 to present.
- Flint & Neill Partnership (FNP), United Kingdom, from 1997 to 2001.
- Watson Steel (WS), United Kingdom, from 1999 to 2000.

Representative Assignments

Unless otherwise specified, all projects listed below are with SGH.

Structural Design

- Kelco office building, Happague, NY. (Structural design of lateral system design for CMU and timber office building with Bensonwood.)
- Large art installation of suspended glass bead flowers in Santa Clara Hospital, CA. (design and analysis of unique waterjet cut steel plate attached to existing structure supporting hundreds of glass beads to form suspended flowers with Helmick Sculpture.)
- Interior renovation for office space in Burnham building, Boston, MA. (Within an
 existing terra-cotta slab and steel-framed structure providing new openings for
 staircases, a signature steel plate staircase, cantilevering reception desk, operable
 glass partitions, and feature displays with Sasaki Architects.)
- Roof canopy structures, West 12th Street, New York, NY. (Structural concepts for lightweight, high-tech roof canopy structures for private residence with Reed Hilderbrand.)
- Solar Decathlon 2014. (Structural design of steel structure for tensile fabric structure in design competition entry with RISD/Brown.)
- Glass sculpture, MIT, Cambridge, MA. (Structural design of UV-adhered glass sculpture for MIT Museum with Cristina Parreno.)
- Structural glass for outdoor elevator, Chicago Navy Yard, Chicago, IL. (Finite element analysis of fasteners and glass with Tripyramid.)
- Chicago Navy Yard, Chicago, IL. (Concept and schematic structural design and material consulting of outdoor elements including Wave Wall and pavilions with nArchitects.)
- Architectural staircase and interior renovations, 239 Causeway Street, Boston, MA. (Structural design of delicate staircase with cantilevering treads and other interior work with Utile Architects.)
- New infill slab, 99 High Street, Boston, MA. (Structural design of infill slab to existing building with IA: Interior Architects.)
- Interior Screen Walls, One North Street, Chelsea, MA. (Structural design of digitally fabricated slat walls for lobby with Radlab.)

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Paul E. Kassabian, P.E. Page 2

- Cantilever Canopies, One Newton Place, Newton, MA. (Structural design of Alucobond-clad canopies to existing structure with IA: Interior Architects.)
- Common Spaces, Harvard Yard, Cambridge, MA. (Structural design of various landscape structures to be supported on roadway tunnel roof; includes detailed material research for the unique application of thermo-formed Corian.)
- BluHomes, USA. (Specific and generic designs of multiple structures for modular home design/build firm. Over 120 houses built.)
- Boston Convention and Exhibition Center, Boston, MA. (Structural analysis and design for a structural steel 75 ft tall digital display tower with Utile Architects.)
- On-site Conical Spiral-Welded Pipe for large wind turbines, US Department of Energy Grant. (Private start-up client.)
- Vertical mesh screen and plaza substructure, New Haven, CT. (Landscape project for Landworks Studio on Yale campus.)
- Suspended Bicycles, Boston, MA. (For exhibition "Let's talk about bikes" at Boston Society of Architects, June 2012, for over, under.)
- Boston City Hall Plaza, Boston, MA. (Structural design and waterproofing services for urban design renewal project for the Boston Redevelopment Authority with Utile Architects.)
- Carousel Winter Enclosure, Boston, MA. (Structural design of acrylic enclosure panels with ticket booth and architectural handrails on Rose Kennedy Greenway for ReedHilderbrand Associates.)
- Marfa Drive-in Screen, Marfa, TX. (Structural design of a unique 55 ft tall waterjet-cut steel-plate structure for drive-in movie screen with MOS.)
- Lighthouse Art Installation, Boston, MA. (Structural design of aluminum frame and fabric structure for light installation on Harbor Islands Pavilion for goodgood.)
- Harbor Park Pavilion, Rose Kennedy Greenway, Boston, MA. (Design for new public facility to serve as the gateway to the Boston Harbor Islands.)
- Super-Tall Wind Turbine Tower. (Structural design for a patent-pending unique structural form, as well as a separate minimum-cost design.)
- Student Gallery Building, Sacred Heart University, Fairfield, CT. (Structural design for a new 35,000 sq ft signature building in the campus center with Sasaki Architects.)
- Southcoast Hospital, Fairhaven, MA. (Structural design of a new 60,000 sq ft oncology center with TRO Jung|Brannen.)
- Valley Hospital, Ridgewood, NJ. (Structural design for a reinforced-concrete structure with TRO Jung|Brannen.)
- Parkway 22, Philadelphia, PA. (New construction design for a thirty-seven-story, 400,000 sq ft steel-framed residential tower over 230,000 sq ft cast-in-place concrete parking garage.)
- Rowing Tanks, Washington State University, WA. (Structural design for timber deck and steel supporting structure with Jeff Peterson Architects.)
- Science Building, Milton Academy, Milton, MA. (Design of new undulating glass facade and internal structural modifications with Shepley Bulfinch.)
- "Float," New Bedford, MA. (Three floating interchangeable structures constructed of interlinked-waterjet aluminum plate and mahogany decking with MYStudio and MIT.)
- "Hover" New Orleans, LA. (Temporary cable net for art installation with Höweler + Yoon Architecture.)
- Kinetic Tower, Cambridge, MA. (Kinetic GRP and steel 40 ft tall tower installed at Massachusetts Institute of Technology.)
- Carillon Tower, Greenville, SC. (Design of a 30 ft tall outdoor carillon structure to support twenty-five bells.)
- Lifestyle Center, Huangzhou, China. (Schematic design for a three-story lifestyle center with raised swimming pool and glass facade.)
- MIT Bus Stop, Massachusetts Institute of Technology, Cambridge, MA. (Schematic design for innovative bus stop structures at MIT with Paul Lukez Architecture.)



David Giangrande, M.S., P.E. Design Consultants, Inc. President

REGISTRATIONS: 1990, Massachusetts, Professional Engineer #35844

1992, New Hampshire, Professional Engineer #8433

EDUCATION: Northeastern University, Boston, Massachusetts

Master of Science Transportation Engineering, 1997

Bachelor of Science, Civil Engineering, 1984

Northwestern University Traffic Institute, Falmouth, Mass.

Traffic Signal System Timing Workshop, 1995

INTRODUCTION:

David has served as DCI President for 15 years and been with the firm for more than 25. He has a wealth of project management experience at all levels, and clients and co-workers alike acknowledge David's ability to solve problems and reach practical solutions. He is versed in a wide range of project types and sizes, having effectively delivered projects ranging in size and scope from relatively simple, small projects to complex, 20-plus-million dollar full-depth roadway reconstructions for municipal clients. He is also comfortable and experienced presenting to and working cooperatively with public groups and permitting agencies.

RELEVANT EXPERIENCE:

90

Principal-in-Charge for the reconstruction of Somerville Avenue, Somerville. This stretch of roadway is a major urban arterial linking Porter Square and Union Square. DCI's design work for Somerville Avenue included a closed loop traffic signal system, the rehabilitation and reconstruction of the existing brick arch sewer system, a new 5- to 7-foot-diameter drainage system, full depth roadway reconstruction, and sidewalk and pedestrian improvements. The project has received resounding praise from local, state and national sources, and was featured in the December 2010 issue of the national trade publication *Rebuilding America's Infrastructure*.

Project Manager for the reconstruction of Huntington Avenue, Boston. This project entailed the redesign of an urban arterial for the City of Boston and Massachusetts Highway Department with a total construction budget of \$14 million. The project included the design of 10 interconnected traffic signals, changes to lane arrangement, improvements to pedestrian and bike amenities, and coordination with MBTA Green Line ADA key station improvements. Deliverables included Conceptual Plans and estimates, meetings with over 20 institutions, universities and medical facilities, and meetings with neighborhood groups. Construction on the project was completed in 2007.

Project Manager for the reconstruction of Main Street, Andover. The project was a redesign of Andover's primary downtown commercial district and included efficiency and safety improvements for vehicular and pedestrian traffic. DCI accomplished the town's goals by adding state-of-the-art signalization and new turning lanes where none previously existed, and the reorganizing the sidewalk environment with new, appropriately placed streetscape details. The design also included curb extensions, which improved turning movements and reduced pedestrian crossing widths.



David Giangrande, M.S., P.E. (Continued) Design Consultants, Inc. President

RELEVANT EXPERIENCE: (CONTINUED)

Principal-in-Charge for the reconstruction of Magoun Square, Somerville. The Magoun Square design included roadway and sidewalk improvements, drainage, traffic relocation, and other design challenges. Under David's watch, DCI also designed a new street lighting system, new drainage lines, traffic relocation improvements, and streetscape enhancements (including new curbing, fences, trees, signing, pavement markings, and other incidental items).

Principal-in-Charge for Capen Court Senior Housing Facility, Somerville. Served as hands-on principal-in-charge for construction of 97 senior housing units in a 2-acre site at 1 Capen Court in Somerville. The site consists of two buildings, one of three stories and one of four stories, with a total area of 23,000 square feet. The site also includes landscaping and 72 parking spaces. One of the major challenges on the project is the relocation of a five-foot-diameter MWRA underground water main running diagonally through the site with very shallow cover from the top of the main crown to the ground surface. DCI's solution will accommodate both the needs of the MWRA in its efforts to supply water to the site and the needs of the developer to fulfill its plans for the site.

Project Manager for the Rehabilitation and Renovation of the Charleston Chew candy factory into Charleston Lofts, Everett. In addition to providing parking design services for the 2.2-acre urban site, DCI prepared all civil and traffic engineering for the site. DCI has provided the engineering and documentation necessary to assist in the permitting process for the expansive project.

Project Manager for the Rehabilitation and Renovation of 156 Porter in East Boston. David led a multi-disciplined team brought together to convert a former GE light bulb factory into 218 residential lofts. The building is over 600 feet long and provides approximately 200,000 square feet of living space and almost 50,000 S.F. of garage space. The building stands alone bordered only by Memorial Park and Porter Street. DCI's greatest challenge was to integrate 119 exterior parking spaces with the building and the park.

AFFILIATIONS: American Society of Civil Engineers (ASCE)

Boston Society of Civil Engineers Section (BSCES)
The BSCES Transportation Technical Group Chair 2001

Institute of Transportation Engineers (ITE) Mentorship Chair 2003

American Consulting Engineers Council (ACEC)

PUBLICATIONS/ Boston Business Journal, April 6, 2007

PRESENTATIONS: "Four Keys to Revitalizing a Struggling Business District"

Boston Business Journal, August 30, 2004

"A Low Impact Approach to Stormwater Management"



Stephen B. Sawyer, P.E.

Design Consultants, Inc. Director of Engineering

REGISTRATIONS: 1995, Massachusetts,

Professional Engineer #38800

EDUCATION: Northeastern University, Boston, Massachusetts

Bachelor of Science, Civil Engineering, 1984

BOARDS &

COMMISSIONS: Commissioner for Newburyport Parks Commission

INTRODUCTION:

Steve has more than 25 years of civil engineering experience, including planning, design, permitting and construction phase experience on projects ranging in size from small single-family residential projects to the complete development of a 200-plus-acre site. His experience includes work on various large municipal infrastructure projects, to which he brings a broad perspective within the civil engineering industry. In addition to leading the engineering department in Somerville, Steve is the co-manager of DCI's North Shore office in Newburyport. Steve volunteers his time as a Newburyport Parks Commissioner

RELEVANT EXPERIENCE:

Project Manager/Engineer, Cross Street Park, Somerville, Massachusetts. The project provided drainage, utilities and stormwater management design. DCI coordinated all utility and drainage design with a proposed landscape layout and grading ensuring a compatible design from subsurface utilities up to the above grade park features. Design included low impact design techniques. This included the harvesting of water runoff from spray park feature for subsurface irrigation of street trees along East Cross Street and rain gardens to capture treat and infiltrate stormwater runoff from the park.

Project Manager/Engineer, Kelleher Park, Newburyport, Massachusetts. The project consisted of planning and design of a new pocket playground and half-court basketball court for the Newburyport Housing Authority. Responsible for all aspects of the design from the initial survey/planning through detail design, bid documents, bidding and construction of the new playground. This park was provided for the residents of the Kellerher Park Housing Complex.

Project Advisor, South Bay Harbor Trail. Providing grading and drainage consultation for this 3.5-mile multi-use, multi-modal trail linking the Ruggles Street MBTA station to the Boston Harbor Waterfront at Fan Pier. DCI has completed 100% design.



Stephen B. Sawyer, P.E. (Continued)

Design Consultants, Inc. Director of Engineering

Project Engineer, Ball Fields, Malden, Massachusetts, Malden Redevelopment Authority. Pine Banks Park, reconstruction of 90-foot baseball diamond; included sports field lighting system, irrigation system, fencing, player benches, etc. Construction of Maplewood Park—a new 90-foot baseball diamond and multi-use overlay in outfield—included drainage and sub-drainage system, sprinkler system, sports field lighting system, 30-car parking lot, in accordance with requirements for construction on contaminated site.

Project Engineer, New Athletic Fields at Broadway Plaza, Malden, Massachusetts. As lead project engineers, Steve was responsible for all elements of a multi-use athletic facility including baseball, football, and soccer with tot lots in Malden. Responsible as well for initial site planning and program development; prepared construction documents, layout grading, drainage, irrigation systems, lighting, and landscape. Also coordinated hazardous materials remediation, action plans, contingency plans.

AFFILIATIONS: American Society of Civil Engineers (ASCE)
Boston Society of Civil Engineers (BSCES)



Tom Bertulis, M.S., P.E., PTOE

Design Consultants, Inc. Manager of Traffic Engineering

REGISTRATIONS: 2004, State of Washington, Professional Engineer (PE) #41149

2013, Professional Traffic Operations Engineer (PTOE) #3429

EDUCATION: Santa Clara University, Santa Clara, California

> Bachelor of Science, Civil Engineering, 1996 Northeastern University, Boston, Massachusetts

Master of Science, Civil Engineering, 2013

INTRODUCTION:

Mr. Bertulis leads the Traffic Engineering Department at DCI. He is a skilled traffic engineer and transportation planning professional with managerial and technical experience in traffic impact studies, traffic signal timing, signal design, parking studies, road safety audits, traffic analysis reports, Transportation Demand Management (TDM), cycletrack designs, walking audits, and signal synchronization projects. Tom has over a decade of progressively responsible experience in the public, private, and non-profit sectors. He has obtained the knowledge and skills necessary to provide feasible solutions that enable transportation systems to meet local and system-wide needs. By applying functional design, he has developed mitigation treatments that do not just provide for necessary capacity, but also meet the needs of the surrounding community. Tom speaks four languages and his international benchmarking work includes comparing traffic and transportation infrastructure in eight European countries, further honing his traffic engineering skills. The signal synchronization project he designed, managed, and implemented in Sammamish, Washington, was recognized as having the largest travel time improvement of the half dozen signal synchronization projects in King County that year.

RELEVANT EXPERIENCE:

94

Transportation Lead, Traffic Diversion Study, Furnace Brook Parkway, Quincy, MA. Led a project to examine the area near a new development and use an innovative traffic demand methodology to estimate the cut-through traffic due to the new development. Analyzed the study area and developed mitigation measures that met the needs of the neighborhood.

Transportation Lead, Traffic Impact Analysis, Vine Street, Everett, MA. Led the traffic impact analysis along two intersections along Vine Street for a mixed-use development. Used the four step model in conjunction with Synchro to estimate the impact, recommended mitigation measures, and develop the follow-up report.

Transportation Lead, Safety and Speed Study, Dodge Road, Rowley, MA. Led the study to estimate the 85th percentile speed and safety issues along Dodge Road in Quincy, including sight distance analysis, speed measurements, and recommended mitigation measures.

Transportation Lead, Traffic Impact Analysis, Granite Street, Quincy, MA. Led the traffic impact analysis along three intersection of Granite Street for a large residential development. Used transportation planning in conjunction with Synchro to estimate the traffic impact, recommended mitigation measures, and write the follow-up report.

Transportation Lead, SE 56th Street Signal Synchronization Project, Sammamish, Washington. Led the design and implementation of the timing and synchronization of four signals along the SE 56th Street corridor, including the GPS analysis, development of signals timing schemes with Synchro and Simtraffic, implementation of timing plan, analysis and modification of results, and the before-and-after study, resulting in improvements of up to a 50% decrease in travel time across the corridor.

Traffic engineer, Novelty Hill Road Traffic Study, King County, WA

Involved in the traffic engineering aspects of this high-profile, highly political traffic study of Novelty Hill Road and accompanying developments, including a senior-living complex and a mixed-use development. Duties including completing the Synchro analysis and writing the subsequent report and design recommendations.

Transportation Lead, Streetscape Design for Creating a Park/City Hall Connector, Shoreline, WA. Led the engineering effort for the survey and design of head out angled parking, traffic calming features, streetscape design, and bicycle-pedestrian accommodations for a connector along a key street in Shoreline, including surveys, field visits, and the development of the engineering plans.

Transportation Lead, Engineering Design for Safe Routes to School project, Casper, Wyoming. Led the engineering effort for the design and production of parking layouts and traffic calming features for Safe Routes to School Projects for several schools across Casper, including client liaison, field visits, and development of the engineering plans.

Lead Civil Engineer, Shared Use Path Design/Build, Dalmeny, Scotland. Designed and managed the construction of a shared use path and the associated 500-foot (wheelchair friendly) ramp to link two national cycle routes and several local schools in Dalmeny, Scotland, just north of Edinburgh. This involved an initial study, consultation, PS&E documents, implementation, and construction inspection. The site included many challenges, including that it was situated over the largest oil pipeline in Scotland, under live utility wires, and next to fast moving passenger trains.

Project Manager, Cycle Monitoring Guidelines, Mexico City, Mexico. Led an effort to produce guidelines for Mexico City's Department of the Environment on monitoring levels of cycling, levels of cycle crashes, and levels of satisfaction of cyclists in Mexico, including research, writing the guidelines, document layout, and producing the manual.

Civil Engineer, Cycle track, Guadalajara, Mexico. Assisted in the design and implementation of Guadalajara's first cycle track, including dealing with multiple stakeholders in a high-pressure political environment. The accelerated schedule lead to rapid implementation and several innovative cycle track features were included in the final design.

Transportation Planner, 30 kph Zone in Roma Norte, Mexico City, Mexico. Assisted in the development of the feasibility, planning, and design for a proposal to put Mexico City's first 30 kph zone in a 1 km by 1 km area with 23 schools, including benchmarking research, infrastructure analysis, cost estimating, and managing a group of CAD technicians.

Transportation Lead, Bicycle Network Plans, North Lanarkshire Council and South Ayrshire Council, Scotland. Lead a team of engineers to design and implement five bike network plans in five cities and towns. Main tasks involved: managing projects; site surveys; audit of existing facilities; stakeholder consultation; latent demand assessment; initial design; cost estimates for the routes; PS&E; and the production of functional design reports.

Transportation Lead, Croy to Kilsyth Cycle Route Detailed Design, North Lanarkshire Council, Scotland. Managed the design and implementation of an off-road/on-road cycle route from the Croy train station to the Kilsyth Cycle Network, including traffic analysis and traffic calming features.

Transportation Lead, NE Union Hill Road and 208th Ave NE Traffic Study, King County, WA. Led the Synchro analysis and subsequent design report of a signalized intersection in unincorporated King County, Washington. The study determined the 20 year traffic impact and recommended the requisite mitigation measures.

AFFILIATIONS: Institute of Transportation Engineers (ITE)
Association of Pedestrian Bicycle Professionals (APBP)

PUBLICATIONS:

96

- Barrier-Free Ring Structures and Pedestrian Overlaps in Signalized Intersection Control (2012).

 Transportation Research Board (TRB) 91st Annual Meeting Compendium of Papers,
 Washington, D.C., 2012. (co-author)
- Cycling Renaissance in Guadalajara, ITDP Magazine, Institute for Transportation and Development Policy, Winter 2008.
- Driver Approach Speed and Its Impact on Pedestrian Yielding Behavior at Unsignalized Crosswalks, Transportation Research Record (TRR), Washington, D.C., 2015. (lead-author)
- European Innovations and Cycle Design Guidelines, Proceedings from the 2006 ProWalk ProBike Conference, Madison, WI.
- Oasis Greenways: A New Model of Urban Park within Street Right-of-Ways in Dorchester,
 Massachusetts, Proceedings from the 2013 FABOS International Greenway Conference,
 Amherst, MA. (lead-author)



RESUME

Education

B.E., 1983, Civil Engineering, University of Canterbury, Christchurch, New Zealand M.S., 1985, Geotechnical Engineering, University of Colorado at Boulder

Professional Registrations

Prof. Engineer, MA, CT, NY, RI 2009, LEEDTM Accredited Professional, U.S. Green Building Council

Areas of Specialization

Multi-Story Building Foundations
Geotechnical Engineering
Foundation Engineering
Soil Characterization for Disposal
Soil Disposal
MCP-Oriented Construction
Geotechnical Instrumentation
Support of Excavation
Underpinning
Blasting

Bruce W. Fairless, P.E., LEED AP Associate Principal

Summary of Experience

Mr. Fairless has nearly 30 years of experience in geotechnical engineering with an emphasis on multi-story buildings. His geotechnical experience includes design and construction of shallow and deep foundations (including caissons, piles and slurry walls); sheet pile, slurry wall and soldier pile/lagging earth support systems, and bedrock blasting and major earthwork projects. Other experience includes subsurface geotechnical investigations and geotechnical instrumentation. He leads GZA's geothermal services team. His environmental engineering experience focuses on construction aspects of the MCP, including characterization of soil for off-site disposal.

Relevant Project Experience

AFFIRMATIVE INVESTMENTS PROJECT: Principal in Charge, 165 Captains Row, Chelsea, Massachusetts. GZA performed foundation studies for 6-story Chelsea Jewish Nursing Home addition. The building location was a former wetland area replicated elsewhere on site. GZA recommended spread footing foundations with underslab and perimeter drainage. Site retaining walls up to 16 feet in height with mechanically stabilized earth (MSE) walls.

AFFIRMATIVE INVESTMENTS PROJECT: Project Manager, 201 Captains Row, Chelsea, Massachusetts. Foundation studies for the proposed single-story Chelsea Jewish Nursing Home addition. Building area is over fill extending to about 20. After subsurface explorations and analyses, GZA recommended building foundation support via drilled mini-piles supported on the underlying glacial till. GZA reviewed contractor pile submittals, load test and documented pile construction.

Principal in Charge, W Hotel, Corner of Stuart and Tremont Streets, Boston. Massachusetts. Explorations and foundation studies for a 26-story building on a confined urban site surrounded by historic multistory buildings. Two level basement parking garage with mat foundation bearing on stiff clay/fine sand/silt about 35 feet below grade. Slurry wall with internal bracing. Precharacterization of site soils for off site disposal. Excavation instrumented and monitored by GZA.

Principal-in-Charge, Library Addition, UMASS Dartmouth, Massachusetts. Project consisted of a basement addition to an existing structure supported on large concrete columns with deep isolated spread footings. Coordinated a subsurface exploration program consisting of borings and test pits. Project challenges included design constraints imposed by the presence of the existing structure. Prepared a geotechnical report for the proposed building addition. Underpinning of existing foundations was completed using a transfer frame and staged excavation.

Principal in Charge, North Shore Community College, Danvers, Massachusetts. GZA provided geothermal and geotechnical services for the Allied Health building, the state's first Zero Net Building. GZA's geotechnical services included test pit and boring explorations, analyses and design report, recommending spread footing foundations. GZA also geothermal services for 50x500' closed loop wells. GZA observed/documented both geotechnical and geothermal construction.

GZA GeoEnvironmental, Inc.



Bruce W. Fairless, P.E., LEED AP

Cont'd

Principal in Charge, 16 Miner Street, Boston, Massachusetts. Explorations and foundation studies for a 7 story residential building near the Fenway Park area of downtown Boston. MBTA subway tunnel running within easement across site to be protected during construction. Building spans subway tunnel. Two level basement parking garage with mat foundation bearing on sand over clay about 25 feet below street grade. Sheet pile wall with internal bracing provided excavation support and groundwater cutoff. Precharacterization of site soils for off site disposal. Excavation instrumented and monitored by GZA. Geotechnical construction documented by GZA.

Principal in Charge, The Marquis, 242 Tremont Street, Boston, Massachusetts. 14-story mixed use building with ground floor retail and/or restaurant in Theatre District of downtown Boston. One basement level. Foundation proposed to be high-capacity drilled mini-piles into bedrock at 100 feet depth. GZA designed excavation support wall and prepared geotechnical report. Environmental precharacterization for offsite soil disposal.

Principal in Charge, Sunrise Development, Various Locations. Responsible for due-diligence environmental and geotechnical site evaluations at 13 New England sites. Performed subsurface explorations and prepared preliminary geotechnical report for proposed 3- to 4-story senior living buildings. In addition, performed environmental site assessments.

Principal in Charge, Wayside Road Office Expansion, Burlington, Massachusetts. Explorations and geotechnical report for 4-story office building expansion. Recommended and observed construction of spread footing foundations after excavation/replacement of existing fill.

Principal in Charge, 45 Province Street Condominiums, Boston, Massachusetts. Explorations and chemical precharacterization testing of soil and groundwater to be removed from proposed 3 level basement; 31-story building. GZA provided comprehensive environmental services related to the disposal of soil and groundwater off-site. The existing fill triggered notification to the DEP under the Massachusetts environmental regulations. GZA provided disposal oversight and submitted required DEP documents, including a Release Abatement Measure (RAM) Plan, Bills of Lading, and Response Action Outcome (RAO) report. In addition, GZA prepared a construction dewatering discharge permit application to the MWRA for discharge to the combined sewer. Periodic testing and reporting of groundwater quality was also performed.

Principal in Charge, Hostelling International Renovation of 25 Stuart Street, Boston MA Geotechnical explorations and report, recommended spread footings, slab-on-grade, water-proofed mat foundation, pit underpinning, groundwater recharge. Underpinning submittal reviews and geotechnical construction observation.

Principal in Charge, Hilton Garden Inn, Boardman Street, East Boston, MA. Geotechnical and environmental studies for 5 story hotel. Geotechnical report recommended aggregate pier ground improvement for up to 30 feet of fill and estuarine peat and organic, over clay. Before aggregate piers were installed, a 5 foot raise in grade with a 5 foot surcharge program was installed for 3 months over the building footprint to mitigate post construction settlement of the clay. GZA reviewed contractor submittals and documented foundation construction.

Professional Activities

American Society of Civil Engineers Boston Society of Civil Engineers

GZA GeoEnvironmental, Inc.

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RESUME

Education

B.S., 1969, Geology, Wesleyan University M.S., 1971, Geology, Harvard University Ph.D., 1978, Geology, Boston University

Professional Registrations

1993, Licensed Site Professional, Massachusetts, 8107 2003, Professional Geologist, New Hampshire, 689

Areas of Specialization

Regulatory Compliance Hydrogeology Soil and Groundwater Contamination Litigation Support

Lawrence Feldman, Ph.D., L.S.P. Senior Principal

Summary of Experience

Dr. Feldman joined GZA in 1979 as senior staff hydrogeologist. Now a Senior Principal, he lectures and has been published widely on a variety of environmental issues, including the redevelopment of urban sites and the relevance of site assessments to the legal and real estate communities. He has an extensive background in the investigation and design of studies for a variety of groundwater-related issues, ranging from groundwater quality control and contamination to groundwater resource evaluation, and for projects extending from real estate site assessments to state and federal Superfund sites. Dr. Feldman has been involved in numerous hydrogeologic evaluations of waste disposal sites, as well as multi-phased studies to locate, evaluate, and control groundwater contamination by organic chemicals.

Since 1983 when MGL Ch. 21E (the Massachusetts "Superfund" Law) went into effect, Dr. Feldman has lectured frequently on hazardous waste site assessment, remediation and beneficial reuse. He was an appointed member of the so-called "21E Study Committee" which recommended the major changes to 21E which went into effect in 1992 and, as an appointee to DEP's Hazardous Waste Site Cleanup Advisory Committee since 1992, he was involved in the development of the significantly revised Massachusetts Contingency Plan which went into effect in 1993. Dr. Feldman has served as a gubernatorial appointee to the Hazardous Waste Site Cleanup Professional ("Licensed Site Professional") Board of Registration from its formation in 1992 until 2004. He was a founding director of the Licensed Site Professional Association (LSPA), and served as its President in 2007-2008.

Prior to joining GZA, Dr. Feldman spent two years in the Massachusetts Executive Office of Environmental Affairs, where he assisted in the formation of state and federal water policy and reviewed projects under the provisions of the Massachusetts Environmental Policy Act. Prior to that, Dr. Feldman was an instructor in the geology department of Salem State College in Salem, Massachusetts. Relevant project experience includes:

Relevant Project Experience

Geotechnical Engineering Services, Bristol-Myers Squibb Large Scale Cell Culture (LSCC) Facility, Devens, MA. Dr. Feldman served as Principal-in-Charge of environmental assessment and remediation work conducted at a former military installation which was undergoing redevelopment. The project included a review of a substantial volume of previous environmental investigations performed at and around the property; a detailed study of the historical uses of the property dating back to World War I; a series of targeted geophysical and subsurface investigations; and response actions conducted under the MCP to address the release of petroleum products from former underground storage tanks.

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Lawrence Feldman, Ph.D., L.S.P.

Cont'd

Principal-in-Charge, Boston University Field House, Boston, Massachusetts. GZA was retained by Boston University to provide environmental consulting services related to the development of this important athletic facility. Our work included not only an assessment of environmental conditions at the parcels making up this project site, but also the design and oversight of a cost-effective approach for addressing soil contamination at the site related to its past industrial use.

Principal-in-Charge, GKH Project, Worcester, Massachusetts. GZA was responsible for a wide range of services related to the redevelopment of several city blocks in Worcester. GZA's work included bringing this brownfield site to closure under the provisions of the Massachusetts Contingency Plan (MCP), an asbestos/hazmat survey of several industrial buildings on the site, and civil/geotechnical engineering design services to prepare the site for its future use as college playing fields and a Boys & Girls club. GZA prepared contract documents, assisted the client in contractor selection, and served as Construction Manager for the abatement and demolition of the existing buildings and for site preparation.

Principal-in-Charge, Commonwealth Hotel, Boston, Massachusetts. GZA provided geotechnical and environmental services on this hotel in Kenmore Square, a joint venture between Boston University and Callahan Partners. GZA's work included Phase I/II site investigations, pre-characterization of site soils for off-site disposal, removal of underground storage tanks and associated contamination, and providing the required documentation and bringing the site to closure under the MCP. GZA was responsible for the asbestos/hazmat survey of the existing buildings at the site and the preparation of contract documents for abatement. GZA also performed full geotechnical services for the project, from subsurface investigation through specification preparation and construction observation/documentation.

Principal-in-Charge, Due Diligence and LSP Services, Multiple Properties, Boston, Massachusetts. As the lead environmental consultant for a major Boston educational facility, Dr. Feldman has designed and directed dozens of Phase I and II studies on multiple sites over the past several years. In many cases, GZA was also retained to provide environmental remediation services as well.

Principal-in-Charge, Former Shipyard Facility, Quincy, Massachusetts. GZA provided initial site assessment and subsequent assessment, remediation, and litigation-related services involved with the sale and reuse of this large site in the metropolitan Boston area. Our work involved the definition of areas of soil and groundwater contaminated with petroleum products, solvents, metals, and PCBs; consulting related to soil and separate phase product remediation; and participation in several rounds of negotiations with both the Department of Environmental Protection and the state agency which acquired the property.

Principal-in-Charge, Massachusetts Highway Department Phase I Studies, 11 Facilities. A joint venture headed by GZA was one of the consultants selected by MHD to prepare MCP Phase I studies for its facilities. These studies focused on the potential for contamination at the facilities related to petroleum products and other contaminants.

Principal-in-Charge, Duffy Brothers Site, Waltham, Massachusetts. GZA has served as the consultant of record for this site since its acquisition by the present owner over a decade ago. Contamination at the site consists primarily of separate phase petroleum product containing PCBs and volatile organic compounds. As the Principal-in-Charge of this project from 1992 to 2001, Dr. Feldman oversaw the preparation of the Phase I Report for the site, as well as subsequent Phase II activities.

RI/FS - REMEDIAL INVESTIGATION/FEASIBILITY STUDY AND RELATED WORK

Principal-in-Charge, Kellogg-Deering Superfund Site, Norwalk, Connecticut. Dr. Feldman served as consultant to the lead PRP in overseeing the conclusion of EPA's RI/FS effort. GZA was subsequently retained to perform Remedial Design phase when our original client became the lead PRP and took over response actions at the site. GZA's scope of work included both technical project work and assisting our client in negotiating sessions with the EPA.

Associate-in-Charge, Batavia Landfill Superfund Site, Batavia, New York. Dr. Feldman managed the remedial investigation of a landfill on behalf of NL Industries, one of the PRPs.

GZA GeoEnvironmental, Inc.





Neil D. Golden Gilmartin Magence LLP 376 Boylston Street, Boston, MA 02116 Telephone: 617-375-9000; Fax: 617-375-5700

Email: ngolden@gmlawllp.com

Neil D. Golden joined the firm as a partner in August of 2005 and was formerly a principal of Apostolica, Golden, Donovan & Donovan and Adelson, Golden, Loria & Simons. A graduate of Boston College and Boston College Law School, he specializes in representing law firms in complex title matters. In addition, he represents real estate developers in the areas of multifamily development and condominium projects. He also represents mortgage lenders, buyers and sellers in residential real estate acquisition and financing. Mr. Golden has acted as real estate counsel to various state agencies, particularly in the area of complex title issues. He has lectured previously for the MCLE, Massachusetts Conveyancers Association and the Boston Bar Association and is a member of The Title Standards Committee of the Real Estate Bar Association and a member of The Abstract Club. Mr. Golden is the Director at Large on the Board of Directors for REBA.

James Hull 46 Rossmore Road #3, Jamaica Plain, MA 02130 617.524.9629 Email: jameshull@jameshull.com Website: www.jameshull.com

Education 1994, M.F.A. Sculpture. Georgia State University, Atlanta, GA, 1984, B.F.A. Biomedical Illustration, University of Georgia. Athens, GA 1983, Studies Abroad Program, University of Georgia, Cortona, Italy.

Curatorial Experience

Isabel Riley/Laurel Sparks , Brant Gallery, Massachusetts College of Art, Boston, MA, 2002

Sitings, Graduate installations, Rhode Island School of Design Museum. Providence. RI, 2002

Founding Director/Curator, The Gallery @ Green Street, Boston, MA, 1998-2002

Curator, The Boston Drawing Project, Bernard Toale Gallery, Boston, MA, 2001-2002

Self-Portrait, The Boston Sculptors at Chapel Gallery, Boston, MA, 2001-2002

Foundations, Fort Point Artists Coalition Gallery, Boston, MA, 2001-2002

Curator of Student Exhibitions, School of the Museum of Fine Arts, Boston, MA, 1999-2000

Director/Curator, The Midtown Plaza Galleries, Atlanta, GA, 1993-1994

Director/Curator, The Block Candy Art Gallery, Atlanta, 1991-1994

Curator, Annual King Plow Sculpture Show, King Plow Arts Center, Atlanta, GA,

Jury Experience

Cambridge Arts Council, Cambridge, MA, 2002

South Shore Art Center, Juried Art Exhibit, Cohasset, MA, 2002

Institute of Contemporary Art, Artist's Prize Award Jury, Boston, MA, 2002

Lynn Arts, Possibilities, mixed media exhibit, Lynn, MA, 2002

Providence Art Club, Centennial Craft Exhibition, Providence, RI (other jurors: Jonathan Fairbanks, MFA,

Boston, Ursula Neuman, American Craft Museum, NYC.), 2001

Arlington Center for The Arts, "Body Conscious", Arlington, MA, 2001

School of the Museum of Fine Arts, Karsh Prize for Photography, Boston, MA (other jurors: Nicole Klagsburn, Gallery Owner, NYC and Misugi Forssen, Professor, RISD), 2001

Massachusetts College of Art, Crosbie Award for Sculpture, Boston, MA, 2000

Installation Experience

Installation Coordinator, Vita Brevis / ICA. Nari Ward, Hugging Post Project, Boston, MA, 1997-2000

Art Handler and Preparator, The RISD Museum, Providence, RI, 1996-2000

Installation Crew, Institute of Contemporary Art, Boston, MA, 1996-1998

Art Handler, DeCordova Museum and Sculpture Park, Lincoln, MA, 1994-1996

Art Handler and Preparator, Fay Gold Gallery, Atlanta, GA, 1994

Chief Site Coordinator, City Site Works, Sculpture Exhibit, Arts Festival of Atlanta, GA 1993-1994

Art Handler and Preparator, High Museum of Art, Atlanta, GA, 1992-1994

Teaching and Lecturing

Rhode Island School of Design, Providence, RI, Teacher, Professional Practices, Sculpture Dept., 2002

Boston University, Boston, MA, Teacher, Graduate Seminar (Painting 2nd Year Graduate Level), 2001

Art Institute of Boston at Lesley College, Boston, MA, Teacher, Approaching Galleries. 2000

List Visual Art Center at MIT, Cambridge, MA, Panelist, "The Strategies for Showcasing Alternatives,", 2000

Museum of Fine Arts, Boston. Lecturer, "What is Contemporary Art?" with Anja Chavez., 2000

Wellsley College, Wellsley, MA. Lecturer, "Professional Artist Series" with Sheila Gallagher, 2000

New England School of Art and Design, Gallery program. Lecture "Hatdance."

Institute of Contemporary Art. Lecture / Walk Through. " Collectors Collect Contemporary ".

Massachusetts College of Art, 3D Department. Walk Through / Lecture. 1993

Solo and Two-Person Exhibitions

Recent Developments, Gallery @ Green Street. Boston, MA, 2000

Landscapes and Still Lifes, Midtown Plaza Galleries. Atlanta, GA, 1995

James Hull. The Block Candy Art Gallery. Atlanta, Georgia. 1994

Symbol Making. Georgia State University Gallery. Atlanta, GA, 1994

I :Object. Recent Sculpture. King Plow Arts Center. Atlanta, GA 1994

Sculpture. Castleberry studio exhibit. Atlanta, GA, 1991

Selected Exhibitions

Dig Buggies. Performance and Installation. Revolving Museum, Boston, MA, 1999

Hatdance. NESAD Galleries. Charles Giuliano, Curator. Boston, MA

Ceramics Project. Barbara Krakow Gallery. Boston, MA,

Park ARTS. Third Annual Outdoor Sculpture Exhibition: "Living Room" Boston, MA, 1998

The Red Clav Survey. Third Biennial Exhibit of Contemporary Southern Art. Huntsville Museum of Art, Huntsville, AL



THE LEADERSHIP TEAM OF PEABODY PROPERTIES, INC.

Vision, experience and results describe the essence of PPI's successful approach to marketing and managing investment real estate. As a collaborative team that has worked closely together for many years, our Executive and Corporate Officers offer a unique and unified perspective from which to implement the company's value-added strategy.

The operating experience that has been gained managing projects through multiple real estate cycles provides Peabody Properties, Inc. with a broad understanding of how to maximize value and make insightful judgments. Repeatedly over the years our organization has been successful because of the collective experience and skill of its LeadershipTeam that, working together, has applied initiative, insight and vision to create value in real estate for its clients.

Karen Fish-Will

Principal and Chief Executive Officer (CEO)

Serving Since: 1981

Karen Fish-Will draws upon her 30+ years of experience in housing management, affordable housing and real estate sales and marketing to help lead Peabody Properties in its long term growth and strategic planning goals. Ms. Fish-Will is highly respected throughout the industry for her "get-it-done" approach. Her prominent influence has defined the company, setting into place the core values necessary for steady growth and profitability.

In addition to her general real estate and housing management experience, Ms. Fish-Will has an impressive track record of closed condominium sales transactions valued in excess of \$350M. She has led the sales and marketing effort for more than a dozen of the region's most noteworthy condominium communities, located in the choicest of urban and suburban areas, with record sell-out numbers. Ms. Fish-Will's unmatched success in the marketplace originates with her unique marketing concept of branding – using theme marketing materials for each residential project she promotes.

Ms. Fish-Will attended Pine Manor College majoring in Marketing and Early Childhood Education. She serves on the MassHousing Community Services Advisory Committee and on the Board of Directors and Executive Committee for the Greater Boston Real Estate Board (GBREB). Ms. Fish-Will holds her Broker's License in Massachusetts and is a REALTOR® member of the National Association of Realtors. She is also a member of the Community Associations Institute (CAI), both Massachusetts and Florida Chapters; the South Florida National Association of Realtors; the Realtor Association of Greater Miami; and Coral Gables Chamber of Commerce.



Karin Brandt

karin@courbanize.com | 515.520.1643

EXPERIENCE

coUrbanize

Cambridge, MA

CEO and Co-Founder; February 2013-Present

coUrbanize is a civic engagement platform that helps urban developers and communities work together to build better projects.

Lincoln Institute of Land Policy

Cambridge, MA

Research Analyst and Project Administrator; July 2010-February 2013

- · Co-edited "Infrastructure and Land Policies" and published research on infrastructure and urban development
- Managed the Interdepartmental Program budget and work plan.
- Managed the annual Land Policy Conference: themes, paper abstracts, author selection, budget & logistics.
- Supervised contracted academics publication process and 3 event planners

Mary Queen of Viet Nam Community Development Corporation

New Orleans, LA

MIT Financing Economic Development Consultant; Sept. 2009-Dec. 2010

- · Managed the project's fieldwork to collect data and conduct interviews with stakeholders and the client.
- Evaluated client's urban farm project & produced a financial analysis tool for assessment of 5 and 10-year plans.

Department of Planning and Development

Lowell, MA

MIT Land-Use Planning Consultant; Sept. 2009-Dec. 2010

- Developed a neighborhood plan in Lowell, MA awarded the APA-MA's Best Student Team Neighborhood Plan.
- · Held two community meetings to receive feedback on proposed water efficiency and urban design interventions.

MADA al-Carmel: The Arab Center for Applied Social Research

Haifa, Israel

MIT International Science and Technology Initiatives (MISTI) Intern; Jan. 2009, June-July 2009

- Researched the role of community planning in the comparative context of Haifa and Jerusalem.
- Wrote project proposals and reports for the Ford Foundation, Save the Children and the Arab Human Rights Fund.

Nationalities Service Center

Philadelphia, PA

AmeriCorps Member; July 2007-June 2008; Refugee Legal Assistance Coordinator; June 2008-Aug. 2008

- Conducted in-take assessments and filed more than 100 immigration applications for low-income immigrants.
- · Coordinated a permanent resident card application project for the Philadelphia Karen/Burmese refugee community.

EDUCATION

Master in City Planning, Massachusetts Institute of Technology

2010

Bachelor of Arts in Political Science & International Studies, Iowa State University

2007

Graduated with honors and distinction; Study Abroad, University of Ghana, Spring 2006

PUBLICATIONS

Ingram, Gregory K., and Karin Brandt. Editors. Infrastructure and Land Policies. Cambridge, MA: Lincoln Institute of Land Policy, 2013.

Ingram, Gregory K., Zhi Liu, and Karin Brandt. 2013. Metropolitan infrastructure and capital finance. In Metropolitan government finance in developing countries, eds. Roy Bahl, Johannes Linn, and Deborah Wetzel. Cambridge, MA: Lincoln Institute of Land Policy.

Ingram, Gregory K. and Karin Brandt. 2012. Infrastructure and municipal services. In Encyclopedia of global social issues, eds. James Ciment and Christopher Bates. NY: ME Sharpe.

AWARDS

TechStars Boston Startup Accelerator Founder, 2013

MIT International Development Initiative Technology Dissemination Grant, 2010

Best Student Team Neighborhood Plan, American Planning Association-MA, 2010 (MIT)

Spaulding Fellowship for outstanding academic performance & departmental citizenship, 2009-2010 (MIT)

Rodwin International Fellowship & Emerson Award Fellowship for research, 2008-2009 (MIT)

EDWARD F. CONNELLY, JD, LEED AP

New Ecology, Inc. 15 Court Square, Suite 420, Boston, MA 02108 connelly@newecology.org 617.557.1700 ext. 22



SUMMARY

Mr. Connelly is **President** of New Ecology, Inc. (NEI) a Boston, Massachusetts based non-profit catalyst for sustainable development projects. For the past two decades Ed has worked to integrate environmental stewardship and development. His work at NEI has combined providing practical advice on greening new construction projects and building retrofits with research and dissemination of findings to help transform the practices of developers, community organizations, builders, architects and engineers. This work includes pioneering work on the use of data to drive decision-making and evaluate the effectiveness of greening measures. Mr. Connelly's work also includes advising on the development of a new utilitysponsored rebate and retrofit program for multifamily affordable housing; directing the green retrofit program for Boston LISC; and continuing his work on advising clients on energy efficiency and green design strategies. He has provided technical and financial expertise on green building projects totaling over 3700 new and existing housing units. Mr. Connelly is an expert on integrated design and has substantial experience in making cost-effective energy efficiency upgrades in multi-family affordable housing. Other work includes developing systems to monitor and drive down energy costs and finance improvements in existing buildings; working to develop sustainable community-based jobs in environmental fields, and developing a green affordable housing wiki. In the past several years he has delivered over 30 lectures, trainings and seminars on greening, energy efficiency, and data analysis. Mr. Connelly is a LEED Accredited Professional. His previous experience include founding, and serving as president and general manager of CleanScape, Inc., a triple bottom line social venture that provides recycling and landscaping services to corporate and institutional clients in Rhode Island, and creates living wage jobs for residents of the Providence Enterprise Community. He is the former Acting Executive Director of the Rhode Island Resource Recovery Corporation, a \$35 million quasi-public solid waste management corporation where he was instrumental in developing innovative programs to double the collection and processing of recyclable materials without increasing the costs. Mr. Connelly also served as the assistant town administrator for Sharon, Massachusetts, as an attorney for the Massachusetts Department of Labor and Industries, and as an Assistant District Attorney, Mr. Connelly holds a bachelor's degree from the University of Chicago and a ID from Boston College Law School.

EXPERIENCE

New Ecology, Inc.

June 2004-Present

Boston, Massachusetts

President

President of innovative environmental organization that serves as a catalyst for community based sustainable development projects. Current projects include:

- Providing technical and financial expertise to community development corporations and for profit developers on green building projects with a specialty in affordable housing
- Implementing wide scale program to finance and install energy efficiency upgrades in affordable housing
- Delivering training and disseminating information about cost effective greening and energy efficiency approaches
- Extensive experience in LEED (EBOM, NC, ND and Home), Energy Star certification, energy modeling, building diagnostics, and integrated design

EDWARD F. CONNELLY, JD, LEED AP

New Ecology, Inc. 15 Court Square, Suite 420, Boston, MA 02108 connelly@newecology.org 617.557.1700 ext. 22

EXPERIENCE

Wegowise, Inc.

July 2006-Present

Boston, Massachusetts

Founder and Treasurer

- Developed the concept of an automated energy tracking tool for multifamily housing from concept through current operations
- Grew database to over 200,000 units and 20,000 buildings tracked
- Serving at the Senior Management level with a focus on product development, customer relations and marketing
- Interpreting data for clients and recommending strategies for improving energy efficiency

CleanScape, Inc./South Providence Development Corporation

October 1997-August 2004

Providence, Rhode Island

Founder, President & General Manager of CleanScape subsidiary

Led community development corporation's efforts to combine environmental stewardship and community economic development.

- Developed and managed award winning, community based recycling and urban landscaping company as centerpiece of a community economic development strategy
- Created and led the company as a model for wealth creation and sustainability
- Promoted and developed innovative partnerships and fundraising methods
- Recipient 2001 Senator John H. Chafee Award for Environmental Excellence, 2002 Jesse Smith Noyes Foundation Institutional Development Award and 2003 Grodin Center Employer Award

Rhode Island Resource Recovery Corporation

January 1990-June 1997

Johnston, Rhode Island

Acting Executive Director, Deputy Executive Director, Manager of Resource Recovery and Planning and Recycling Program Manager

- Managed administration, finance and recycling for a \$34 million quasi-public solid waste
 management corporation, including development and administration of multimillion dollar budgets
 and direct supervision of recycling, finance, personnel, legal, customer and community relations,
 property management and MIS functions
- Increased Profits, Improved Corporate Management and Strategic Planning
- Successfully Negotiated Resolutions of Complex Issues Promoted and developed innovative partnerships and fundraising methods
- · Managed and expanded Nationally recognized recycling and source reduction programs

Town of Sharon

November 1987 - May 1991

Sharon, Massachusetts

Assistant Town Administrator, Special Town Attorney

- Shared full range of municipal management responsibilities in town of 16,000
- Served as interim town attorney and special counsel

Massachusetts Department of Labor and Industries

August 1986-November 1987

Boston, Massachusetts

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Senior Counsel & Special Assistant Attorney General

- Served as a litigation attorney representing the Department in all phases of civil and criminal cases
- Served as advisor to the Commissioner on policy and regulatory matters

EDWARD F. CONNELLY, JD, LEED AP

New Ecology, Inc.

15 Court Square, Suite 420, Boston, MA 02108 connelly@newecology.org 617.557.1700 ext. 22

EDUCATION AND TRAINING

Boston College Law School, Boston, MA Juris Doctor with honors	1984
University of Chicago, Chicago, IL	1980
Bachelor of Arts with honors in Public Affairs	

CERTIFICATIONS:

US Green Building Council – LEED Accredited Professional

CONFERENCES AND SPEAKING ENGAGEMENTS

CONFERENCES AND SPEAKING ENGAGEMENTS				
Neighborhood Preservation Coalition, Albany, NY & Rochester, NY Affordably Green Workshop	March 2010			
Massachusetts Institute of Technology Energy Conference, Cambridge, MA Encouraging Energy Efficiency in Residential Buildings	March 2010			
NESEA: Building Energy 10, Boston, MA High Performance Public Housing	March 2010			
Build Boston 2009, Boston, MA Green Affordable Housing: Accomplishments & What's Next?	November 2009			
Ontario Non-Profit Housing Association: 2009 Annual Conference, Toronto, Canada Going Green: What's the Pay Off?	November 2009			
Massachusetts Institute of Technology, Cambridge, MA Guest Lecture: Creating Green Affordable Housing – Lessons in What Really Works	October 2009			
FDIC Interagency Community Affairs Conference, Arlington, VA The Emergence of Green Development: Evaluating the Costs & Benefits of Greening	August 2009			
LISC: Greening Affordable Multi-Family Housing, Boston, MA Getting Started With Greening: How to Evaluate Your Portfolio	July 2009			
Housing Cities 2009 Symposium, Harvard University, Cambridge, MA Barriers & Innovations in Green Housing	March 2009			
Massachusetts Technology Collaborative: Green Affordable Housing Initiative, Boston, MA Green Affordable Housing: Updates of Costs, Benefits, Measurements, Verification & Benchmarking				
Berkshire Taconic Foundation: Efficiencies for Facility Management, Pittsfield, MA Planning for Energy Efficiency and a Greener Facility	May 2009			
Massachusetts Brownfields Advisory Committee, Boston, MA Greening: Reports From the Field	May 2009			
Massachusetts Institute of Technology, Cambridge, MA Guest Lecture for Sustainability Seminar	March 2009			
UMASS Amherst, Amherst, MA Guest Lecture: Green Affordable Housing	December 2008			
MIT Sloan School of Management: Center for Real Estate, Cambridge, MA Affordable Green Development	December 2008			
GreenBuild 2008, Boston, MA Affordable and Green: What Difference Does It Make?	November 2008			

Powder House Community School Proposal

Appendix A - Resumes City of Somerville

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Appendix B - Executed Addenda

Powder House Community School Proposal



CITY OF SOMERVILLE, MASSACHUSETTS Department of Purchasing JOSEPH A. CURTATONE MAYOR

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,

Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: January 26, 2015

Re: Deadline Extended, Pre-Proposal Briefing Date Change, Questions and Responses

Addendum No. 1 to RFP 15-63

Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.

Name of Authorized Signatory

Title of Authorized Signatory

Date Changes

The pre-proposal site visit is rescheduled to **Tuesday**, **February 3**, **2015 at 2:00 p.m**. Meet at the building entrance (1060 Broadway) at 2:00 p.m. Please be prompt. A question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2nd Floor at 3:00 p.m.

Deadline for Proposal Submission

Proposals must be received in the Purchasing Department, City Hall, 93 Highland Avenue, Somerville, MA 02143 **no later than 11:00am on Monday, March 9, 2015**. No faxed or electronically mailed (e-mailed) proposals will be accepted. Late submissions will not be accepted and will be returned to the Proposer unopened.

Questions and Responses

- 1. Q: It is our understanding that Phase I and Phase II Environmental assessments were conducted. Are these documents available for bidders to review?
 - A: The link to the environmental assessments is in the RFP in section "I_{*} Environmental." The link is also pasted below.

http://www.somervillema.gov/departments/ospcd/planning-and-zoning/teele-square/phcs

- 2. Q: Also, does the city have CAD files of the site and building to share with bidders?
 - A: The City does not have CAD files of the site and building.



CITY OF SOMERVILLE, MASSACHUSETTS Department of Purchasing JOSEPH A. CURTATONE MAYOR

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,

Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 5, 2015

Re: Pre-Proposal Briefing Date Change, Questions and Responses

Addendum No. 2 to RFP 15-63

Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.

Name of Authorized Signatory Title of Authorized Signatory

Date Changes

The <u>Pre-Proposal Site Visit</u> has been rescheduled for **Monday**, February 9, 2015 at 9:30 a.m. Meet at the building entrance (1060 Broadway) at 9:30 a.m. Please be prompt. <u>All visitors</u> attending the site visit must exit the site no later than 10:30 a.m.

Following the site visit, a question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2nd Floor at 11:00 a.m. (also on 2/9/15).

If the City of Somerville declares a snow emergency on 2/9/15, the site visit will be rescheduled for 2/23/15 (times TBD). Snow emergency information can be found on the City's website:

http://www.somervillema.gov/

Deadline for Submitting Questions - extended to Tuesday, February 24 at 11:00 a.m.

Questions and Responses

- Q: I was informed that the OSPCD is working on revised zoning which may affect
 the PHS. Can you ask the planning department how bidders may be affected by proposed
 zoning? What is the required affordable component in the City? There has been
 discussions of the number increasing from 12.5%
 - A: As noted in the RFP, it is the expectation of the Planning Staff that the zoning for this site will be created as an output from the public design process that will be conducted by the city and their selected partner. The proposed new zoning ordinance places this lot in the 'Civic' zoning district, as it does all city buildings of this type. The new zoning anticipates that any civic zoned lot that is sold for non-civic uses will be rezoned before the sale is complete. This is how this location will be done as well. The zoning under the current ordinance (RA) also does not allow most proposed projects to proceed. Therefore, it was always anticipated that this site would be re-zoned.

The new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case.

Please note that the proposed ordinance could change during the public hearing process for the overhaul, and therefore these districts and expectations could change. The applicant also must be able to effectively work with the City on a collaborative design process that builds support for the site-specific zoning amendment, and that amendment must be approved by the Board of Aldermen.

2. Q: Thank you for sharing the Phase I & II ESA. Upon our review, we noticed the

Appendices were not included. Will it be possible to share the Appendices, more specifically the Sandborn Map Report, Boring Logs, and Monitoring Well Installation Log? We think this is a critical element to help determine potential costs for the site's redevelopment and provide the community with a more informed proposal.

A: Every relevant document to this RFP for the Powder House Community School Disposition and Redevelopment is now posted on the project website. Links to this website and the corresponding documents are provided in this addendum and thus incorporated as part of the bid documents.

Regarding Phase 1 and 2 environmental reports, see the 3rd link under Tufts Environmental Reports. The direct link is also provided below.

- a. http://www.somervillema.gov/departments/ospcd/planning-and-zoning/teele-square/phcs
- b. http://www.somervillema.gov/sites/default/files/documents/powder-house-phase-1-2-esa.pdf Phase 1 & 2 Report
- c. Powder House Due Diligence Reports (Phase 1A)

 $\underline{http://www.somervillecityconnect.com/storage/powderhouse-due-diligence-reports-phase-1a.pdf}$

d. Powder House Phase I and II Appendices

http://www.somervillecityconnect.com/storage/powder-house-phase-I-and-II-esa-appendices-com

- 3. Q: The Powder House RFP mentions the Transportation Analysis should be prepared in consultation with the City's Director of Traffic & Parking. Is the Director readily accessible to all potential bidders? This also assumes that a bidder preview its site plan(s) to the City. How can we be insured that our strategy is not shared with the general public or persons who might share our plans with other bidders?
 - A: The applicant should submit some basic traffic information about the impact of their project with their submittal. Applicants should include a transportation engineer on their team who, if selected, can assist with developing transportation access and parking strategies for the proposed project. The applicant should not consult any City staff member or share bid plans with City staff prior to submittal of their bid.
- 4. Q: Are proposals required to maintain the doors on the ground floor and first level that connect the Powder House School to the Tufts Administration Building?
 - A: The current building has a common wall and connection to the former Western

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Junior High School that is now owned by Tufts. The City will make no requirement of the developer to maintain a physical connection at this point as a part of any renovation or new construction on the site, but the applicant is encouraged to work with Tufts to address the interface between the lots.

- 5. Q: There is currently an exterior stair located on the Southwest side of the building outside the property line. Is the new developer free to either keep or demolish the stair?
 - A: The stairway on the southwest side is attached to the Powder House School and does encroach onto the Tufts property. The building is offered as is and must adhere to the relevant terms and conditions applicable to the property that are contained in the City's deed to Tufts of the abutting property (the TAB building) which, among other things, shares a common wall with the Powder House School. This deed was attached as an Exhibit to the RFP. In the case of this particular stairway, the successful bidder would be well advised to discuss the project scope and any potential impacts on the abutting property with Tufts.
- 6. Q: There is currently a basketball court to the south of the property that is excluded from the development. Has there been any talk with Tufts about including this within the park space required by the RFP?
 - A: Any applicant is welcome to discuss the interface between the proposed development site and the Tufts property with Tufts. Tufts has not expressed any interest in selling the basketball court site to the City. The applicant must maintain 40% of the PHCS site as open space.
- 7. Q: Is structured parking excluded from the FAR limits of the project?
 - A: The FAR limits are based upon the community visioning process, and don't specifically address if they include structured parking. Applicants are welcome to propose ideas that include structured parking beyond the maximum proposed floor area, but are cautioned that the aesthetic impact of any above-ground structured parking will likely be of concern to neighbors. Parking may also be placed under the structures or under the parkland. The City has typically not included underground parking in calculating FAR.



CITY OF SOMERVILLE, MASSACHUSETTS Department of Purchasing JOSEPH A. CURTATONE MAYOR

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,

Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: February 12, 2015

Re: Pre-Proposal Briefing Date Change, Questions and Responses

Addendum No. 3 to RFP 15-63

Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.

Name of Authorized Signatory Title of Authorized Signatory

Somerville City Hall • 93 Highland Avenue • Somerville, Massachusetts 02143 (617) 625-6600, Ext. 3400 • TTY: (617) 666-0001 • Fax: (617) 625-1344 www.ci.somerville.ma.us

Date Changes

The <u>Pre-Proposal Site Visit</u> has been rescheduled for Monday, February 23, 2015 at 1:00 p.m. Meet at the building entrance (1060 Broadway) at 1:00 p.m. Please be prompt. <u>All visitors attending the site visit must exit the site no later than 2:00 p.m.</u>

Following the site visit, a question and answer session will take place at City Hall, 93 Highland Avenue, in the Aldermanic Chambers on the 2nd Floor at 2:30 p.m. (also on 2/23/15).

If the City of Somerville declares a snow emergency due to an active winter storm on 2/23/15, the site visit will be rescheduled for the next working day after such emergency is lifted. Please check the Purchasing website for any updates.

http://www.somervillema.gov/departments/finance/purchasing/bids

Snow emergency information can be found on the City's website: http://www.somervillema.gov/

Deadline for Submitting Questions

Has been extended to Wednesday, March 4 at 11:00 a.m.

Deadline for Submitting Proposals

Has been extended to Monday, March 23 at 11:00 a.m.



CITY OF SOMERVILLE, MASSACHUSETTS Department of Purchasing JOSEPH A. CURTATONE MAYOR

To: All Parties on Record with the City of Somerville as Holding RFP 15-63,

Powder House Community School Property Disposition and Redevelopment

From: Angela M. Allen, Purchasing Director

Date: March 6, 2015

Re: Questions and Responses - Post Site Visit and Briefing Session

Addendum No. 4 to RFP 15-63

Please acknowledge receipt of this Addendum by signing below and including this form in your proposal package. Failure to do so may subject the proposer to disqualification.

Name of Authorized Signatory

Title of Authorized Signatory

Questions and Responses

- 1. Q: How bidders may be affected by proposed zoning?
 - A: As noted in the RFP, it is the expectation of the Planning Staff that the zoning for this site will be created as an output from the public design process that will be conducted by the city and their selected partner. The proposed new zoning ordinance places this lot in the 'Civic' zoning district, as it does all city buildings of this type. The new zoning anticipates that any civic zoned lot that is sold for non-civic uses will be rezoned before the sale is complete. This is how this location will be done as well. The zoning under the current ordinance (RA) also does not allow most proposed projects to proceed. Therefore, it was always anticipated that this site would be re-zoned.

The new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case.

Please note that the proposed ordinance could change during the public hearing process for the overhaul, and therefore these districts and expectations could change. The applicant also must be able to effectively work with the City on a collaborative design process that builds support for the site-specific zoning amendment, and that amendment must be approved by the Board of Aldermen.

- 2. Q: Are the ENA and LDA exactly the same as the 2012 RFP?
 - A: No, the ENA and LDA have been updated to reflect the new RFP. Good faith deposit has been increased by \$10,000. The selected Partner will be required to deposit \$20,000 simultaneously with its RFP proposal without any obligation on the part of the City to pay interest thereon. The property shall revert to the City at no cost if Buyer does not break ground on the project by the third anniversary of the closing date and that 40% of the land area of the property be set aside as open space in perpetuity. The LDA and ENA are attached as Appendix F and Appendix G in the RFP.

The direct link is also provided below.

- a. http://www.somervillema.gov/sites/default/files/documents/bids/packages/RFP%2 015-63%20Powder%20House%20School%20Disposition-Redevelopment.pdf
- 3. Q: Has the technical advisory committee been established?
 - A: Essentially we are using the same committee that was selected for the 2013 RFP, with the exception of the people that were appointed based upon the positions they held. Alderman Katjana Ballantyne will fill position for former Alderman Bob Trane.

Sunayana Thomas will fill the position previously held by Stephen Houdlette. If other community members express they do not wish to continue as a member of the Technical Advisory Committee, we will act accordingly, but otherwise it will be the same committee. Please DO NOT contact any appointed member of the advisory committee to discuss your proposal, either prior to submitting the proposal or during the selection process.

- 4. Q: RFP calls for a 1:1 parking ratio for residential. Given that the zoning has not been set would the City consider a range of parking options?
 - A: The City would urge everyone in their designs to provide responses to remain true to the design guidelines which have been developed by the community through extensive process.
- 5. Q: Where can we find existing building plans of the school?
 - A: The architectural plans can be found in the ESA Appendices on pages 634-720. It includes existing conditions, site details, building conditions, architectural, structural, and more.

The direct link is also provided below.

http://www.somervillecityconnect.com/storage/powder-house-phase-I-and-II-esa-appendices-comp.pdf

- 6. Q: Regarding the uses on the site; it is very clear about residential requirements regarding 35 units but what is not clear is the acceptable uses within the community such as a hotel. What can a hotel develop and could it be a viable use?
 - A: This application does not require full and complete designs of a project. We are focusing scoring on the skills of the design team, rather than any individual design proposal for the project site. Therefore, it is designed to reduce the cost to complete a response to the RFP in an effort to encourage creative ideas to be submitted for bids.

The hotel must meet the same maximum floor area and height as specified in Appendix E, but the number of rooms may be set based upon what reasonably fits in that building bulk.

- 7. Q: The guidelines do not refer to shared parking. If we reduce the overall parking by doing shared parking, would that be allowed?
 - A: Although it is not provided in the design standards and guidelines, we are commonly open to shared parking. We advise you to provide data and research on why it is more feasible to the community.

8. Q. We have spoken with several consultants regarding the fiscal benefit analysis requested by in the RFP. Many have expressed concern about the scope of work required to accurately access the cost or impact of a development on the city. Can the purchasing department provide some direction in regarding the scope and methodology of the study?

We don't expect applicants to hire a consultant for the fiscal impact work. Provide a basic estimate of value and property tax classification (residential or commercial) of the completed project, as well as the cost of any specific city services required by the project. Identify if the project provides local hotel or meals taxes. Upon submittal of all proposals, the city or their designee will adjust this information so that proposals can be compared against each other.

- 9. Q: Should bidders be taking the dimensional, usage and other requirements of the proposed new zoning ordinance into account in developing their projects? The RFP only mentions the old Somerville Zoning Ordinance uses and requirements; however, the proposed new zoning ordinance is different. Should bidders follow the terms of the RFP and only address the requirements of the old zoning? Should they address only the new zoning? Should they submit projects showing calculations and compliance under both the old and new zoning?
 - A: Bidders should work with the dimensional and use information set out in Appendix E of the RFP. To respond to the RFP, they do not need to be concerned at this time with the new or the old zoning. Bidders are also reminded that they are being asked to present preliminary plans. As the score sheet point totals show, it is far more important to have an applicant and design team that is willing and able to lead a community process than it is to have a refined project design in the RFP response. That design will inevitably change as the process evolves. But, any preliminary ideas in the proposal should focus on compliance with Appendix E, and not with the current or proposed zoning.
- 10. Q: In an answer to a prior question, it was stated by the city that "the new zoning draft expects that all projects in residential and mixed-use districts up to 4 stories, within close proximity to transit (like this site) will provide affordable housing at a rate of 14.28% (1 in every 7 units), and it is reasonable to expect a similar expectation in this case." Does this mean that the property will be in the 4 Story Mixed Use (4MU) District under the proposed new zoning ordinance? The 4MU, along with the Three Story Mixed Use (3MU) District and the Urban Residential (UR) District, are the only three districts with a 14.28% affordable housing requirement in a TOD area, and only the 4MU allows 4 stories. Should bidders design a project with that expectation? How can a bidder create a project without knowing which zoning district, or even type of district (residential, mixed-use, commercial, etc.), the city expects to exist at this location?

A: Bidders should anticipate that the city will likely expect an affordable housing rate of 14.28% (1 in every 7 units). This is similar to the regulation of the new 4 story mixed-use district in the proposed new zoning. But, bidders should not anticipate that they can build

out to the full extent of permitted buildings in the 4MU proposed district. Bidders should work with the dimensional and use information set out in Appendix E of the RFP. To respond to the RFP, they do not need to be concerned at this time with the new or old zoning.

- 11. Will the RFP be updated to replace the references to the old zoning ordinance with references to the new zoning ordinance?
 - A: Respondents to the RFP should focus not on the zoning but on the provisions of Appendix E.
- 12. Q: How long will changing the zoning district for this property take? It would seem to be something which would be done only after the new proposed zoning ordinance is implemented, or is it intended that the zoning for this property will be changed as part of the current re-zoning taking place now?
 - A: The proposed new zoning ordinance, if passed, will change the zoning on this site from a Residence A (RA) zone to a new Civic (CIV) zone. The civic zone is designed for public buildings and/or open space. The new zoning anticipates that any sale of a public site (like the Powder House School) will be followed by a robust public process to allow for the city and development partner to create a development that reflects broad community support. Then, development intensity can be formalized, through a combination of provisions in the LDA and regulations in a proposed new zoning district. When the Board of Aldermen approves the sale of the building, they can also approve a zoning amendment for the site at that time, and that amendment can be based upon the results of the planning process. This is what we anticipate will occur in this situation.
- 13. Q: Does the City have any guidelines for the calculation of the cost of municipal services or a methodology it recommends to calculate such costs?
 - A: We would like each applicant to provide their best estimate based upon what they believe to be an appropriate methodology. After responses are received, the City will review and refine these costs so that parcels can be compared based upon cost of services.
- 14. What does the city consider to be a "community improvement project"?
 - A: Community improvements include any upgrades to infrastructure including subsurface infrastructure, bike or pedestrian accommodations, ADA / access upgrades on public property, additional open space improvements or any other physical improvement to the public realm that furthers the goals of SomerVision.

Powder House Community School Proposal